

FINANCIAL TIMES

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TOMORROW'S
Weekend FT
Countdown to meltdown

World Business Newspaper

FRIDAY MARCH 8 1996

Shrinking GDP adds to Germany's economic gloom

German gross domestic product contracted by 0.5 per cent during the fourth quarter last year, according to the Federal Statistics Office. Its data added to the current gloom about the German economy and came a day after the Federal Labour Office announced another postwar unemployment record, with 4.3m people out of work in February - 11.1 per cent of the workforce. Page 16

Warning on Japan budget impasse: The economy would suffer unless Japan's feuding politicians quickly ended their four-day budget impasse, the Keidanren business federation warned. Keidanren chairman Shochiro Toyoda said any further delay "will shake confidence in domestic and foreign markets". Page 16

UK rate cut expected today: The chancellor of the exchequer and the governor of the Bank of England discussed a further cut in interest rates, as the number of retailers expecting to increase sales reached a seven-year high. Economists expect bank base rates to be cut by a quarter of a percentage point today - to 6 per cent - despite evidence of robust consumer spending. Page 7

Austria's austerity coalition: Austria's Social Democratic and conservative People's parties have reached a coalition agreement. They are aiming for a sharply reduced budget deficit and a leaner public sector. Page 2

Unionists set for White House party: US president Bill Clinton is planning to invite Ulster Unionists' leader David Trimble and other prominent Northern Ireland politicians to a White House St Patrick's Day party next week. Sinn Féin president Gerry Adams is not expected to be on the guest list. Page 7

Murdoch's agency on BSkyB: Rupert Murdoch telephoned the chairman of German media group Bertelsmann and French pay-TV company Canal Plus to apologise for the confusion over an announcement by BSkyB, his UK satellite company, that it had clinched an agreement to invest in a German pay-TV channel. Page 17; Lex, Page 16

Chechens on the attack: Russian troops fought hand-to-hand with Chechen separatist guerrillas throughout the capital Grozny after army units responded to a fresh rebel offensive.

Krupp Hoechst, world's leading producer of stainless steel, said stainless steel prices showed the "first tentative signs of an upward trend" in February. Page 16

Hella-Royce announced annual pre-tax profits up 73 per cent to £175m (\$269.5m) but declared an unchanged dividend for the year of 5p, underscoring the fragile state of the aircraft industry's recovery. Page 26

Boost for RTZ-CRA: Higher metal prices and increased sales volumes helped Anglo-Australian international mining group RTZ-CRA lift profits before tax and exceptional last year by 42 per cent to \$2.47bn. Page 26

Adidas, German sports goods maker, reported annual results at the top end of expectations with net income more than double of £245m (\$166m) in 1995. Page 18

Aérospatiale, French state-owned aerospace and defence group, reported improved operating profits in 1995, but said a FF1.5bn (\$266m) provision for restructuring costs pushed it FF-981m into the red. Page 17

US dumping complaints 'misfire': The biggest winners from US anti-dumping actions may not be industries which complain, but exporters abroad which gain orders at the expense of competitors accused of dumping, a US study suggests. Page 4

Air crew seized: Three helicopter crewmen - an American, a German and a Kenyan - were seized by militiamen loyal to a warlord under siege by African peacekeepers in Monrovia, Liberia.

Pressure on Taiwan: China has stepped up pressure on Taiwan by linking planned missile tests off the island, due to begin today, with a campaign to intimidate voters in presidential elections being held later this month. Page 6

Sanctions threat: The US is considering sanctions against China for the transfer of a new cruise missile to Iran, a senior US official said.

Baghdad hosts chess: The official world chess championship sanctioned by the International Chess Federation will start on June 1 in the Iraqi capital Baghdad. Anatoly Karpov of Russia will play American Gata Kamsky. Prize money is \$2m.

STOCK MARKET INDICES

New York: Dow Jones Ind. Av.	5926.07	(-4.7)
NASDAQ Composite	1093.87	(+2.0)
Europe and Far East		
CAC40	2098.03	(+2.14)
DAX	2488.94	(+14.9)
FTSE 100	3758.2	(-0.7)
Nikkei	18857.15	(+284.0)

US LUNCHTIME RATES

Federal Funds	5.75%
3-mth Treas. Bils: Yld	5.01%
Long Bond	5.45%

OTHER RATES

3-mo interbank	5.1%	(30/06)
3-mo Libor	5.1%	(30/06)
3-mo Euribor	5.1%	(30/06)
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Brussels still no place for a woman

But things are slowly getting better at the European Commission, writes Caroline Southey

The European Commission is a men's club where few women make it into the top jobs, according to the institution's own findings eight months after it launched a drive to promote equal opportunities.

The Commission said yesterday it had succeeded in "improving the recruitment of women" during the final six months of last year and the number of women in senior positions had been doubled.

The number of women in top posts - directors general and deputy directors general, involved in running departments equivalent to government ministries - went up from one to three out of a total of 54 during the eight-month period. The number of women directors, one level down, rose from five to nine out of a total of 167.

The Commission has claimed success on the grounds that it has met targets set last July by Mr Erkki Liikanen, commissioner for personnel. He said yesterday the situation for women in the Commission was "still awful. We can't change overnight what has happened since 1957. It takes a terribly long time".

But, he added, there was hope in the pattern of recruitment from three new member states which joined the EU last year. The number of women recruited at middle management levels from Sweden, Finland and Austria stands at 31 per cent, compared with 28 per cent for old member states.

"In the pattern of new recruits we have shown that change is possible," Mr Liikanen said. "The situation is still unsatisfactory when it comes to promotions, mainly due to the burden of the past, which has led to a very low number of women at certain levels in the Commission."

An EU official said it was quite noticeable in the Commission that "anybody in a position of power is a man. It is particularly stark at meetings, which are normally a sea of dark suits". Another pointed out that the Commission compared badly with nearly all EU institutions, even those with poor equal opportunity records.

The Commission's figures show that the number of women decreases as the level of responsibility increases. Out of eight levels of "A" grades, for which a higher university degree is needed, the lowest level has the largest proportion of women. Among the youngest and least experienced "A" grades, women represent 28 per cent of the workforce, which falls to 5 per cent among the highest grades.

Among recruits from the new member states, where the Commission has had a free hand to employ outsiders, women make up 51 per cent of the youngest recruits. The Commission is also pleased with the balance of female employees at middle management levels from the three new member states. Here they hold 41 per cent of the jobs against 15 per cent for the old member states.

The figures are expected to provide fresh impetus for action from a group of commissioners, set up by Mr Jacques Santer, Commission president, charged with promoting equal opportunities in Commission policies and in the institution.

There is an air of quiet fervour about the staff who tread the corridors of the faceless and tightly guarded building in The Hague, formerly the headquarters of an insurance company, where the tribunal is housed.

They believe they are writing history - not merely confirming but extending the precedents that were established at the Nuremberg trials, which sentenced 19 senior Nazis to death or prison.

A Dutch human rights lawyer, familiar with the Balkans trial though not directly involved, said there was a feeling in legal circles that the new tribunal was somehow superior to Nuremberg because it had been established by an outside force, not a warring party.

The lawyer, Mr Pbon van den Biesen, said Nuremberg was a trial by the victors of the losers, and so it could be criticised for partiality.

"This time it will be different," he said.

Supporters of the court, which has indicted 46 Serbs and seven Croats, believe passionately that justice must be done, and seen to be done, in

respect of the worst massacres Europe has seen since the second world war.

Otherwise, they argue, the bitterness in former Yugoslavia may never subside. Ms Madeleine Albright, the US ambassador to the United Nations, was a prime mover in the court's establishment and remains a strong advocate of its role in reconciliation.

"The wounds opened by this will heal much faster if collective guilt for atrocities is expunged, and individual responsibility is ascribed," she has argued.

In practice, however, it remains to be seen whether the court can establish itself in the eyes of former Yugoslav citizens, and the world, as an impartial force.

While the Dayton agreement commits the governments of Serbia, Croatia and Bosnia to co-operating with the tribunal, neither Belgrade nor Zagreb have been willing to take the required step of delivering members of their own communities to The Hague.

The Croatian legislature, for example, has balked at passing legislation which would commit the republic to working with The Hague - and suggested that the UN tribunal change its own regulations. Zagreb even promoted a general who has been indicted for war crimes.

Only three people, all Serbs,

are in custody, the former prison warder Dusan Tadic, who was arrested in Germany, and two senior officers who were seized by the Bosnian army after they took a wrong turning near Sarajevo airport on January 30.

The pair were arrested without authorisation from The Hague. However, one of them, General Djordje Djukic, has since been indicted - and pleaded not guilty this week to charges that he committed war crimes by abetting the siege of Sarajevo.

The arrest of Gen Djukic and Colonel Aleksa Krsmanovic enraged the Serb community, and it has boosted the influence of Mr Radovan Karadzic and General Ratko Mladic, the hardline Bosnian Serb leaders who have themselves been indicted and, in theory at least, eliminated from the political game.

In an effort to counter suggestions of anti-Serb bias, Judge Richard Goldstone, the war crimes prosecutor, said on February 14 that he expected to issue indictments "in the coming weeks" against Bosnian Muslims.

Even if this promise is kept, Balkan analysts wonder whether the UN will put as much pressure over the war crimes issue on the Bosnian Muslim leadership, which it is desperately trying to wean away from the influence of

Iran, as it has put on Serbia and Croatia.

The trial of Gen Djukic, meanwhile, has raised the issue of how far the tribunal should cast its net.

The indictment of a logistics officer - whose contribution to the siege was indirect, albeit very important - poses the question: which, if any, officers in the Serb army could not be indicted for war crimes?

More practically, the past history of Gen Djukic as a career officer with the Yugoslav army, who took his orders and pay from Belgrade, is bound to implicate senior figures in Serbia.

By making the governments of Serbia and Croatia the guarantors of peace in Bosnia, the Dayton accord appears to place their leaders above the fray of

charges and counter-charges over atrocities.

But the closer the court looks at who sponsored violence in Bosnia, the harder it will be to avoid following a trail that leads to very high places in Belgrade and Zagreb.

Yet despite promises by Nato that its forces will arrest war criminals if they "come across" them, there is little immediate prospect of Gen Mladic or Mr Karadzic being apprehended - let alone any of their sponsors in Belgrade.

Another problem for the tribunal is how to use its limited resources. A budget squeeze was narrowly avoided when the UN, itself in financial crisis, allocated it \$40.8m for 1996.

Court officials said this money should cover all requirements except one vital one - the protection of witnesses.

The tribunal's finances could be eased at a stroke if the UN members who established it had the will to give the court a permanent status, and the authority to adjudicate in future wars.

But the nations which created the tribunal seem strangely reluctant to take any steps which could guarantee it any long-term institutional independence.

Laura Silber and Bruce Clark

Social Democratic and People's parties back together in government

Austrian coalition will seek austerity

By Ian Rodger in Zurich and Eric Frey in Vienna

Austria's Social Democratic and conservative People's parties, which were at each other's throats in a bitter election campaign three months ago, have concluded a coalition agreement to govern the country for the next four years.

The agreement reached after all-night negotiations, maps out the way to a sharply reduced budget deficit and a much leaner public sector, so that Austria can meet the criteria for participating in European monetary union.

It signals a remarkable turnaround from last autumn, when the two parties' previous coalition appeared powerless to halt a worrying deterioration in the country's public accounts.

"We have agreed on an enormous programme. The next government should and will last its full four-year term," Mr Franz Vranitzky, Social Democrat leader and chancellor for the past 10 years, said.

"This is good news for Austria," echoed Mr Wolfgang

Schüssel, the People's party leader, whose warnings of financial danger triggered the collapse of the last coalition and December's snap election.

Although the Social Democrats were the victors in the election, the People's party austerity platform appears to underpin most of the new coalition's plans.

The two had already agreed in February on a two-year cost-cutting programme to slash the projected budget deficit by Sch100bn (\$9.7bn) by the end of 1997. A number of social benefits, including maternity allowances, early retirement privileges and student subsidies were cut, and taxes were raised.

Yesterday they agreed to abolish two ministries, for transport and the family, and transfer their responsibilities to others. Mr Schüssel, who is also the foreign minister, won another victory, preventing the establishment of a secretariat for European affairs, and maintaining responsibility for European affairs within the foreign ministry.

Mr Schüssel also seems to

have made some headway on two other touchy issues on which he campaigned last autumn.

He favoured Austria participating fully in common European security policy, while many Social Democrats want to maintain Austria's neutrality. It appears to have been agreed that the country will participate, but a final decision was postponed until after the European Union's Turin summit later this month.

He also wanted some leeway for the People's party, which is the junior partner in the coalition, to vote independently on non-essential issues. The Social Democrats appear to have agreed, although they want to minimise opportunities for the People's party to ally itself with the extreme right-wing Freedom party leader, Mr Jörg Haider.

The agreement was welcomed on the Austrian stock market, where the ATX index rose 12.91 points to 1,022. The market plunged last autumn when the government collapsed.

Investors were relieved that



Party leaders Wolfgang Schüssel (left) and Franz Vranitzky announce their agreement yesterday

the parties agreed not to eliminate tax credits on corporate losses. Some leading Austrian companies, such as VA Technologie and VA Stahl, had warned of sharp cuts in their profits if these credits were removed.

Election threat to Italian broadcasting

By Robert Graham in Rome

The management of Rai, Italy's state broadcasting organisation, risks being the first political casualty of the general election campaign getting under way.

Yesterday Iri, the state holding company that owns 99.5 per cent of Rai, announced it was taking legal action against the Rai board for its handling of management appointments.

The move followed deadlock between Iri as shareholder and Rai's chairman, Ms Letizia Moratti, over the appointment of a new chief executive during the election period.

Control of Rai, and especially its three television channels, has been one of the most sensitive political issues since the rightwing government of Mr Silvio Berlusconi installed a new management team under Ms Moratti in 1994.

The centre-left alliance has fought a continuous battle to ensure fair play and avoid political bias in a medium which reaches all Italian households and where Rai accounts for more than 50 per cent of the national audience.

Ms Moratti, brought in from the private sector with no previous media experience, has proved a tough manager in seeking to impose her imprint on an unwieldy debt-ridden organisation.

Every move she has made has been surrounded by controversy. Her critics on the left see her as having a mission to reshape Rai's ethos to favour the right and refuse to take at face value her oft-stated desire

to improve public service television.

The latest row began in January when she asked Mr Raffaele Minicucci, the Rai chief executive, in a disagreement over the budget and programming. This led to calls in parliament from the centre-left majority for Iri to intervene as shareholder to challenge the sacking. Iri duly announced Ms Moratti could not make board appointments without consulting Rai's chief shareholder, Mr Minicucci, who has lodged a complaint with an administrative tribunal, claiming unjust dismissal.

With the campaign beginning for general elections on April 21, both the Dini government and the political parties have sought to patch up the squabble. But this week Ms Moratti refused to accept as a temporary solution the presence of Mr Enrico Micheli, Iri's director-general, as chief executive. She argued he was already on the Rai board of control and administrator could not be mixed.

Ms Moratti's mandate can only run until Rai's annual meeting in May. But this conflict is likely to lead to even greater pressure for television to take a neutral stand during the election campaign. Since neither the centre-left alliance dominated by the Party of the Democratic Left nor the rightwing alliance headed by Mr Berlusconi, the former premier, can agree who is a neutral programme director, Rai's coverage of the campaign is likely to be emasculated.

Confindustria shifts its focus to small businesses

By Robert Graham in Rome

The governing council of Confindustria, the Italian industrialists' confederation, yesterday chose Mr Giorgio Fossa, the head of a small family engineering business, to be chairman of the organisation for the next four years.

The choice of Mr Fossa signals Confindustria's desire to put greater emphasis on addressing the problems facing small industrial companies which provide the backbone for Italy's industrial production and strong export performance.

Confindustria, which plays an important role as the voice of Italian business, has been criticised for being linked too closely to the political establishment in Rome and more keen to defend the interests of big groups.

For almost a decade Mr Fossa has been involved in championing the interests of small business and since 1993 has been chairman of the national council of small industries.

He is the first generation of a family whose business, Silvio Fossa, produces hydraulic and pneumatic cylinders for heavy industry in the northern city of Varese.

Yesterday's election followed the first serious contest for the leadership in Confindustria's 86 years. Mr Fossa was always regarded as the candidate most likely to win, and was openly favoured by Fiat, traditionally one of the most influential voices in Confindustria.

But he was challenged until the last by two other candidates - Mr Gianmarco Moratti, head of a family oil business, and Mr Aldo Fumagalli, the former head of the young



Fossa: always frontrunner

industrialists' association. Mr Moratti, who is the husband of the head of Rai, the state broadcasting organisation, lobbied hard and was overtly sponsored by Eni, the national oil company which was partly privatised last year.

Election followed the first serious contest in 86 years

This was the first time Eni had taken part in choosing a chairman. The previous election occurred, when state-controlled industries belonged to a separate association, which has since been merged. Mr Fumagalli, though considered an outsider, argued strongly that Confindustria had become too ossified and bureaucratic, with insufficient young blood at the top steering policy. After yesterday's vote he announced he was resigning as a councillor in Confindustria.

The choice of the new chair-

man to succeed Mr Luigi Abete was made by a three-man committee on Wednesday and then put to yesterday's council to vote. Both Mr Moratti and Mr Fumagalli withdrew before the vote.

Mr Fossa obtained 101 votes from the 145 persons present in the 155-strong Confindustria council. There were 30 blank votes, 13 invalid and one against.

Confindustria plays a key role in determining the position taken by management in setting national wage guidelines. Wages are currently determined by an historic framework agreement signed in July 1993 by Confindustria, the unions and the government.

This agreement, which abolished the long-standing practice of indexed wages, has been central in holding down pay and controlling inflation.

However, Confindustria is seen by some industrialists as being still far too concerned with protecting the interests of individual sectors and insufficiently oriented towards adapting industry to the needs of a global economy. Questions are also raised as to whether Confindustria should continue to own a controlling stake in Sole 24 Ore, Italy's profitable leading business paper.

The new chairman, who takes over in May, will also have to decide whether economies are needed in an organisation whose Rome headquarters employ some 300 people.

In 1994 staffing cost Confindustria L37bn (\$2.4bn), according to Il Mondo magazine this week, which managed for the first time to obtain a copy of the organisation's accounts. Members' contributions in 1994 were worth L55bn against total outgoings of L62bn.

EUROPEAN NEWS DIGEST

Yeltsin suffers Chechen setback

The political toll on President Boris Yeltsin's re-election campaign mounted yesterday as fighting between separatist rebels in Chechnya and Russian troops grew worse in Grozny, the republic's capital.

Russia's policy-making security council yesterday endorsed a new peace plan, yet refused to give details before the month's end. The inability of Mr Yeltsin, who launched the military campaign almost 15 months ago, to implement any peace initiative to date is said to have cut deeply into his popular support. A month ago, he vowed to end the war or face electoral defeat in June.

About 1,500 Chechen separatists are in Grozny and appear to control a third of the city. "The situation has seriously deteriorated. Clashes are going on effectively in every district of the Chechen capital," the Interfax news agency reported, quoting a security official in Moscow.

Mr Dzhokhar Dudayev, the Chechen leader, launched the assault on Wednesday, again underscoring the small nation's historic determination to resist Russian rule. What Russian officials hoped in December 1994 would be a "short, successful war" has left thousands of people dead and hundreds of thousands homeless.

Ra-Tass news agency said armoured vehicles moved into the city centre to help beleaguered interior ministry and pro-Moscow police hold off the rebels' offensive. The agency quoted the Russian-installed military commander of Chechnya as saying 70 Russian and pro-Russian Chechen servicemen had been killed in the latest fighting.

Near Grozny, Russian troops continued an artillery and air assault on the village of Sernovodsk where Chechen fighters were holding out.

Matthew Kaminski, Moscow

Russia backs full ban on N-tests

Russia yesterday became the fourth of the five declared nuclear powers publicly to declare its support for a "zero-yield" comprehensive test ban treaty. The US, France and Britain have already backed a complete ban on all nuclear tests.

Mr Grigori Berdennikov, Russia's representative to the United Nations disarmament conference in Geneva, said the treaty now under negotiation "should not contain any thresholds". Mr Berdennikov also made clear Moscow's opposition to India's demand for a link between the test ban treaty negotiations and talks on nuclear disarmament. "Such a linkage may only... hamper the elaboration of a treaty," he said. The disarmament conference is trying to complete the treaty by the end of June for submission to the UN general assembly in September.

The Russian statement now puts pressure on China, the remaining nuclear weapons state, to make its own position clear. China is the only one of the five still carrying out nuclear tests.

Frances Williams, Geneva

French interest rates trimmed

The Bank of France yesterday trimmed its two key interest rates by 0.10 of a percentage point, in a further softening of monetary policy induced by the slowdown in the economy.

Yesterday's reductions, which bring the central bank's intervention base rate to 3.5 per cent and its repurchase rate to 6.5 per cent, may increase the government's impatience to see the commercial banks pass on the benefit of the Bank of France cuts in lower lending rates to their own customers.

The banks have proved reluctant to do this, claiming the need for higher lending margins to improve their poor profitability.

Some French MPs have criticised the government, as well as the Bank of France, for slow, piecemeal action to revive the economy. Yesterday the secretary general of the ruling Gaullist RPR party announced that he would attempt to remove Mr Philippe Auberger, secretary to the National Assembly finance committee, from the RPR national executive.

Mr Auberger has publicly accused the government of groping its way forward with "stop-gap measures" rather than taking decisive action.

David Buchan, Paris

Hungarian deficit falls

Hungary's current account deficit fell by more than a third last year to \$2.48bn, its lowest level since 1992, mainly because of a fall in the trade deficit to \$2.44bn, according to the National Bank of Hungary. Record privatisation revenues contributed to a near doubling of international reserves to \$12.01bn, up from \$6.77bn at the end of 1994.

The figures vindicate last year's austerity package, which included an 8 per cent import surcharge and led to a 28 per cent devaluation of the forint over the year. The measures, which followed a record current account deficit of \$3.9bn in 1994, increased investor confidence in Hungary, and paved the way for privatisation of several energy utilities last autumn.

However, the country's gross foreign debt, the highest in the former eastern bloc per capita, edged up to \$31.65bn, from \$28.82 in 1994, although net debt fell to \$16.51bn, from \$18.94bn. Borrowing by companies and commercial banks now accounted for \$5.75bn of net debt.

Net direct investment in Hungary was \$4.45bn last year, bringing the total to \$11.92bn, nearly half the amount invested in the former eastern bloc.

Virginia Marsh, Budapest

Italian telecoms row resumes

Omnitel Pronto Italia, the private operator competing for Italy's cellular phone market, yesterday filed a L366bn (\$231m) suit against state-controlled Telecom Italia Mobile (TIM) as a new row broke out over an accord giving Omnitel temporary use of TIM's network.

Earlier this week TIM said tests showed that Omnitel's network had not yet covered 40 per cent of the country, a necessary condition of the so-called "roaming" accord which had been intended to take effect last month but which was postponed to March 13 under a compromise arranged by the Telecommunications Ministry.

Late on Wednesday the ministry confirmed Omnitel had reached 40 per cent coverage and warned of sanctions should TIM not observe the agreement.

Besides claiming damages for costs so far incurred by the failure to provide "roaming", Omnitel said it was checking with Italian and European Union anti-trust bodies to see if action could be taken against TIM for abusing its dominant position.

John Simkins, Milan

Turkey convicts leading writer

Mr Yasar Kemal, Turkey's greatest living writer, yesterday received a 20-month suspended jail sentence after an Istanbul security court convicted him of "fomenting enmity between peoples" with two articles he contributed to a book called *Freedom For Thought* criticising restrictions on freedom of expression.

Turkey has an array of 154 laws and regulations restricting freedom of expression, most of them intended to check Kurdish demands for cultural and political rights.

Mr Kemal, of Kurdish origin and author of the acclaimed novel *Mehmet my Hawk*, has become a leading critic of human rights violations in the government's military campaign against the separatist guerrillas of the Kurdistan Workers' party.

John Barham, Ankara

Italian magistrate cleared

Italy's former senior anti-graft magistrate, Mr Antonio Di Pietro, was cleared of extortion charges when he appeared in court in Brescia for a hearing to decide whether he should stand trial, court officials said.

Mr Di Pietro, who headed Italy's "Clean Hands" investigation into institutional corruption, was cleared of putting pressure on the person in charge of computerisation of the Milan prosecution service until his resignation in December 1994. He faces another court appearance on March 18 over accusations of abuse of power relating to a \$87,000 loan.

Alex, Brescia

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Ankara sees Kurdish Turks await financial miracle peace as priority

By John Barham in Ankara

Mr Mesut Yilmaz, Turkey's new prime minister, said yesterday resolving the 11-year Kurdish uprising would be his government's main priority. Reading out the government's programme in parliament, he said "violence and terrorism are one of our most important problems".

He said he would seek to end the rebellion in the south-east of the country which has killed about 20,000 troops, guerrillas and civilians, by bringing "peace and welfare" to the region, rather than through purely military methods.

He promised gradually to lift emergency rule in 11 provinces in the south-east granting officials sweeping powers. He said he would phase out the hated Village Guards, local Kurdish militias, and would encourage refugees to return to their villages.

Mrs Tansu Ciller, the outgoing premier, gave security forces a free hand against guerrillas of the Kurdistan Workers party (PKK). Troops adopted a highly controversial scorched earth strategy of evacuating and burning villages.

Such heavy-handed methods

attracted strong criticism from human rights organisations and Turkey's western European allies. Reducing violence and human rights abuses would simultaneously strengthen Turkey's political stability and improve its international standing.

However, Mr Yilmaz warned the government would not relent in its battle with the PKK: "People who are creating violence and terrorism will face the harshest reaction." And he made no mention of amending the notorious Anti-terrorism law, which is frequently used against even non-violent Kurdish nationalists.

Turning to economic policy, he said his "programme's main economic aim is to fight against inflation and stabilise growth". He promised "radical changes to decrease spending and waste" to reduce inflation to single digits. Inflation is currently at 78 per cent. Mr Yilmaz said he would pursue an aggressive privatisation programme, reform the tax system and introduce a private pension scheme. He promised a hiring freeze during the government's five-year life.

Attaining economic stability would allow the government to

begin tackling Turkey's pressing social problems. Mr Yilmaz said 2m new jobs would be created by 2000. Declining interest payment on the \$25bn domestic debt would free greater resources for public investments. The government has decided to raise the school leaving age to 15 from 12.

Mr Yilmaz and Mrs Ciller have divided responsibility for the economy and internal security evenly between both their parties. True Path will run the treasury and the planning organisation. Mr Lütfullah Kayalar, a mainstream Motherland politician, is the new finance minister, but True Path will control the treasury and the powerful State Planning Organisation.

Mrs Ciller has also appointed several hardliners to the cabinet. Mr Mehmet Ağar, a tough former security chief, is the new justice minister. Other True Path cabinet members include Mr Unal Erkan, outgoing emergency governor of the south-east and Mr Ayvaz Gökdemir, an outspoken critic of human rights campaigners. Motherland has appointed middle of the road conservatives to run the defence and interior ministries.

John Barham reports on pressures facing the new PM to improve the economy

Salim Bahadır, an Istanbul worker, gained momentary fame this week when the newspaper Milliyet analysed his personal finances. Declaring him a "Miracle Man" for providing for his family and managing mounting debts on an income of just \$174 a month, it suggested he become Turkey's next finance minister.

However, like the government, Mr Bahadır survives only by ignoring his bills and falling into debt.

There are millions of Turkish miracle-makers who, like Mr Bahadır, are steadily sinking deeper into poverty, and the fear is that more and more of them will vote for the Islamist Refah party.

Commentators say Mr Mesut Yilmaz, the new prime minister, must quickly return Turkey to sustainable growth to keep Refah at bay. Refah took the most votes in December's general elections and promises stiff opposition to the new "government of rentiers".

But Mr Yilmaz also has to keep his minority coalition government together. Although his Motherland party and its coalition partner, the True Path party of Mrs Tansu Ciller, share the same free-market policies, they are

old rivals who differ on implementing policy. Mr Yilmaz's economic team wants to balance the budget by limiting the government's ability to place new domestic debt or print money. Servicing debts takes up a third of the budget.

However, cutting spending or raising taxes to close a public sector deficit equivalent to about 7-8 per cent of GDP is unlikely to be easy or popular.

Both parties agree that inflation at 78 per cent has to be reduced but True Path does

over-ambitions. Mr Yilmaz's economic team wants to balance the budget by limiting the government's ability to place new domestic debt or print money. Servicing debts takes up a third of the budget.

However, cutting spending or raising taxes to close a public sector deficit equivalent to about 7-8 per cent of GDP is unlikely to be easy or popular.

Reforming the social security system, whose losses contribute over half the public sector's deficit, is another important objective. But Motherland's proposal to introduce private pension plans is controversial.

Moreover, the government is 15 seats short of a majority in the 550-member parliament, and will need support from two leftwing parties to adopt many of its reforms.

Their backing will not come cheap. Mr Hikmet Uluğbay, an MP for the centre-left Democratic Left party, says Mr Yilmaz "will have to take (us)

into consideration to carry out [his] policies". Mr Errol Sabanci, head of Akbank, Turkey's largest private bank, fears the new government will be as weak and divided as Mrs Ciller's previous coalition. He says: "The [durability] of the government does not give business adequate confidence. The strength of the government is questionable."

Still, not everyone is pessimistic. Some businessmen say the rivalries between the coalition partners are exaggerated and expect them to work well once they become accustomed to each other.

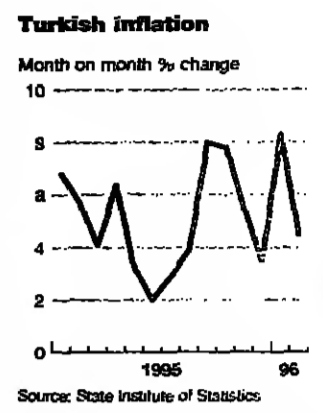
Positive expectations in financial markets could set off a virtuous circle of falling interest rates and inflation. This would ease the government's debt service bill, reducing the budget deficit and further cutting inflation.

International organisations are encouraging. The Organisation for Economic Co-operation and Development (OECD) says in its six-monthly report on Turkey that while tighter policies could cut growth to a more sustainable 5 per cent in 1996 and 1997, after expansion of 7 per cent last year, inflation should fall to 55 per cent in 1996.

Western governments with a

stake in Turkey's political stability may convince the International Monetary Fund to support the government without setting too stringent conditions. Markets say an IMF stamp of approval is essential to build confidence.

Officials must also improve the lives of people like Mr Bahadır while they reform the economy, if they are to halt the advance of Refah. Mr Nedim Ölcer, senior vice president at Istanbul's Interbank, says: "The government has experience, talent, support of the people. They know [they have] to be successful. Only Refah will benefit from failure."



'I don't think Turkey can adopt austerity measures such as in Argentina, Brazil or Israel. The people would not bear it'

Eurotunnel share probe may lead to clearer rules

By Andrew Jack in Paris

The UK stock market regulator yesterday pledged co-operation with its French counterpart to clarify future rules for underwriters. The move comes in the wake of an investigation into allegations of insider trading in the shares of Eurotunnel, operator of the Channel Tunnel rail link.

Mr Andrew Winckler, chief executive of the Securities and Investments Board, said last night he supported an examination of the rules as part of a move towards greater co-operation between stock market regulators, and to provide firms with clear advice on transgressions in advance, rather than simply reprimanding them after the event.

His comments came after the Commission des Opérations de Bourse (COB), the French regulator, said on Wednesday that it had decided a case for insider trading "had not been established" against two international banks involved in the \$268m (\$1.3bn) capital increase of Eurotunnel in May 1994.

Its ruling followed a resolution in July last year to open an inquiry relating to the alleged use of privileged information by Salomon Brothers and Swiss Bank Corporation, two of the 13 banks involved in the underwriting. Both have always protested their innocence and yesterday welcomed the decision.

The two banks - which were never named by the COB - faced some implicit criticism. The regulator said it "had indicated to the firms involved they should consider strengthening their internal rules with respect to confidential information".

The case is still being examined by a French public prosecutor who could bring separate criminal actions relating to the sharp fall in the Eurotunnel share price in the months ahead of its rights issue.

More significantly, the COB announced on Wednesday the creation of a working party chaired by Mr René Barbier de La Serre, one of the members of its ruling college of regulators. Its role will be to launch a review into the different obligations imposed on multi-capacity firms which operate as advisers or underwriters in new share issues by quoted companies.

It said that "regulation and practices applying in the primary market were not interpreted in the same way by all market participants". Requirements needed to be clarified and harmonised in conjunction with other regulators, notably those in the UK, it said.

Eurotunnel itself had called for an inquiry after its share price began falling substantially between January and May 1994, ahead of the rights issue designed to help recapitalise the company.

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NEWS: INTERNATIONAL

UN to maintain sanctions on Iraq

By Michael Littlejohns, UN Correspondent in New York, and Reuter in Amman

The United Nations Security Council yesterday decided to continue sanctions against Iraq after the US questioned whether there was the political will in Baghdad to accept UN terms for even limited oil sales.

Accusing President Saddam Hussein of "bloody carnage" in killing members of his family who accepted pledges of safe return from Jordan after defecting, the US said the deaths were another example of his duplicity.

During the council's 60-day review of sanctions, Ms Madeleine Albright, the US delegate, said there was incontrovertible evidence that Mr Saddam lied, cheated, bullied and murdered. The interlocking of sanctions were placed over "millions of desperate and oppressed citizens".

Mr James Rubin, spokesman for the US mission at the UN, said the delegation had no evidence that Baghdad had decided to accept UN terms for the sale of up to 500,000 barrels of oil, mainly to buy food and medicines for civilians.

Mr Hervé de Charette, the French foreign minister, and his German counterpart, Mr Klaus Klöckner, both flew to Israel to express their strong support for continuing the peace process.

Mr Arafat, under tough Israeli and international pressure to act, has ordered security forces to crack down on institutions affiliated with the Islamic militant Hamas group, whose military wing carried out the bombings which have claimed 57 victims.

Palstinian human rights monitors said more than 400 Gazans had been arrested in the crackdown. This has included raids on mosques, homes and the Islamic University of Gaza. Israel has sealed off the Gaza Strip and West Bank, preventing Palestinians from going to work in Israel and blocking delivery of food, which is running short. West Bank council delegates had to get special permits to travel across Israeli territory to Gaza.

Tehran accused of helping finance Palestinian terror group West censures Iran over Hamas

By Bruce Clark in London, Julian O'Zanne in Jerusalem and David Gardner in London

West European nations yesterday censured Iran over its attitude to the bombings in Israel, but stopped short of yielding to US pressure for a suspension of the European Union's "critical dialogue" with Tehran.

Israeli officials, meanwhile, said Iran was one source of finance for the militant group Hamas - but most of its funding came from other quarters.

Diplomats said there was mounting concern in all western European capitals yesterday over the effect of the latest bombings on the peace process.

"The strain on the peace process is about as much as it can bear," said one UK official.

But the US and each of its main European allies appeared to be operating separately, giving an impression of poor co-ordination in the western camp.

Mr Hervé de Charette, the French foreign minister, and his German counterpart, Mr Klaus Klöckner, both flew to Israel to express their strong support for continuing the peace process.

Arafat urges action against terrorism

Palstinian President Yasser Arafat yesterday opened the first session of the newly elected Palstinian Legislative Council with a call for international efforts to combat terrorism.

Reuter reports. The 88-member Palstinian Council met in self-rule Gaza, which has been blockaded by the Israelis since Islamic militants launched the first of four suicide bomb attacks in Israel on February 25.

"From this podium, I call on all parties in the world to hold a meeting and at the highest level to discuss... methods of confronting terrorism as a regional and international phenomenon," Mr Arafat said in an address to the council.

"We will not let violence and terrorism stop the peace process," Mr Arafat said.

US President Bill Clinton has floated the idea of a Middle East summit to co-ordinate a response to attacks aimed at derailing the peace process.

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Palstinian human rights monitors said more than 400

France has already called off a visit by Mr Mahmoud Vaezi, deputy Iranian foreign minister, in protest over commentaries by Tehran's official media which defended the recent attacks on Israel.

But efforts to hammer out a joint European Union message of support for Israel and censure for Iran failed. Foreign minister Susanna Agnelli of Italy, current holder of the European Union presidency, deplored the fact that France was acting without consulting its partners.

Britain's Foreign Office summoned the Iranian charge d'affaires, Mr Gholamreza Ansari, to hear a protest over his country's moral support for terrorism.

"Iranian actions, particularly opposition to the Middle East peace process, their support for terrorism and the highly distasteful remarks after the assassination of [Israeli] Prime Minister [Yitzhak] Rabin and the latest bombings are a cause for grave concern," a spokesman said.

British officials said the UK and its EU partners would have to consider hardening their position if evidence emerged that Iran had provided practical as well as

moral support to the bombers in Israel.

Although Israel has said Iran might have had a hand in the bombings, Israeli intelligence and military officials acknowledge that Hamas is largely an indigenous movement, with its own, well-established sources of financing.

Israeli military intelligence officials said Hamas received around \$70m (£45.4m) a year in

donations and charged yesterday that 10-20 per cent of the total came directly from Iran.

"We know that Iran is transferring a few million dollars each year," said a senior intelligence officer.

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Israel also says Arab citizens of Israel are responsible for channelling funds to Hamas from Islamic institutions.

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Hamas, moreover, is a Sunni Moslem organisation and an offshoot of the pro-Islamic Moslem Brotherhood, which spread to Palestine from Egypt in the 1930s.

While Hamas has maintained contacts with Tehran, Israeli officials have never before suggested the movement was Iran-directed or financed.

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Bombs fail to dent economic growth hopes

Confidence of foreign investors in stock market remains high

Israel's rapid economic growth will not be significantly affected in the short term by the recent wave of Islamist terrorism, and foreign investors remain confident about the future prospects of the economy and its stock market.

Analysts and businessmen yesterday said foreign and local investors on the Tel Aviv Stock Exchange had shown considerable resilience compared to a few years ago when terrorist attacks caused huge disruption in the market.

The Mishkani index of the top 100 blue chip stocks closed yesterday at 206.11, down just 1.2 per cent from its level two weeks ago before a spate of Islamist attacks killed 10 people.

"Three years ago there would have been large sell-offs but the market is much more mature now," said Mr Shachar Gazit, a senior trader at Batucha Securities in Tel Aviv.

"Investors today look much more at micro and macro economic factors rather than political events."

Investor confidence and the recent stability of the market reflect a growing realisation that terrorism has little impact on the fundamentals of economic growth, monetary and fiscal policy and corporate earnings, which are set to grow 16 per cent this year.

Israel's economy has had average annual growth of 5.5 per cent in the past three years and is expected to grow 6 per cent this year. Foreign investment more than doubled in 1995. According to central bank figures, foreign investment rose from \$1.04bn in 1994 to \$2.11bn last year. Nearly half of this - \$900m - was invested in the stock exchange and in new shares issued by Israeli companies abroad.

Investors are aware that many important benefits to Israel from the Middle East peace process have already been delivered - new trade opportunities in Asia, a trade association agreement with the European Union and the arrival of European and Japanese investors and banks after a prolonged absence.

Negative economic effects from the terrorist attacks are viewed as short-term. Israel's closure of its borders with Palstinian territories will drive up the prices of fruit, vegetables, construction materials and labour, putting further pressure on the consumer price index and the government's battle to keep inflation under 10 per cent. The image of vio-

lence could also harm tourism and there have already been reports of booking cancellations.

But these negative effects are unlikely to affect investors. More important is the growing concern that terrorism will harm the electoral chances of Israeli prime minister Shimon Peres and the Labour-led coalition government.

Foreign and local investors want Mr Peres re-elected because they believe a right-wing Likud victory would torpedo fragile Middle East peace. Furthermore, although the economic policies of the Likud and Labour parties are broadly similar, investors believe a Labour victory would guarantee stability and coherence of economy policy and enable the government to deal swiftly with its unfinished economic agenda.

Mr Victor Halpern, Israeli analyst at Salomon Brothers,

said "foreigners believe a Likud victory would end the peace process and lead to more government force against Palstinians, which would have negative effects on tourism and economic growth. Growth could slow from 6 per cent to 4.5 per cent under Likud."

But with almost three months to go until the May 29 poll political concerns are still much less important to investors on the stock market than interest rates and the absence of domestic liquidity. "Interest rates have been, and are, the number one factor," said Mr Gazit.

Analysts said the lack of any investor withdrawal from the \$60m initial public offering of shares in government-controlled Israel Discount Bank, which closed yesterday, was proof of continuing confidence.

Mr Keith Phillips of Société Générale, Strasbourg, Turnbill, which together with Lehman Brothers marketed 60 per cent of the offering in Europe, said there had been no cancellation of orders for shares.

Julian O'Zanne

NEWS: WORLD TRADE

US dumping complaints 'misfire'

By Guy de Jonquieres

The effectiveness of anti-dumping policy in reducing import competition is called into question by a study by the National Bureau of Economic Research, an independent US research organisation.

It suggests the biggest winners from US anti-dumping actions may not be industries which initiate complaints, but exporters abroad who gain access to the market.

The study also finds that anti-dumping duties have cut the value of imports affected only in the year after they were imposed. By the third year, imports had recovered to levels higher than before anti-dumping action was taken.

Dumping is defined as the pricing of exports below cost, which injures producers in the importing country. Unlike most trade restrictions, anti-dumping measures are applied to named producers in selected countries, not to all exporters of a product.

The study, by Mr Thomas Prusa, an economist at Rutgers University, is based on analysis of the impact of more than 200 anti-dumping cases launched in the US in the 1980s.

It finds that the opening of anti-dumping investigations, even when they did not lead to imposition of duties, reduced by as much as 20 per cent the value of the imports concerned.

The fall in the first year after duties were applied was as much as 36 per cent.

However, the study says anti-dumping actions have not

normally reduced the value of total imports of a product, but have diverted orders to other foreign producers. Their US sales have risen on average by more than 20 per cent in the first year after duties were imposed.

"Paradoxically, the main [beneficiaries] of anti-dumping duties may not be the US complainants, but rather the other countries competing in the US market," it says. It suggests the gains to US producers may be negligible after the costs of bringing a complaint are taken into account. The study estimates that US anti-dumping measures cost Japan, the main target of complaints, \$7.6bn in annual exports between 1980 and 1993. However, these losses were partially offset by \$5.4bn of gains by Japanese companies which increased exports

to the US, after competitors were subjected to anti-dumping actions.

Other countries whose US exports were hard-hit by anti-dumping measures included Brazil, Italy, South Korea, France and Britain. However, the study estimates that their losses were exceeded by

increased exports of other products, as US customers switched orders away from rivals accused of dumping.

The trade effects of US anti-dumping actions. Working paper 5,440, National Bureau of Economic Research, 1050 Massachusetts Avenue, Cambridge, MA 02138. Tel: 617-868 3900.

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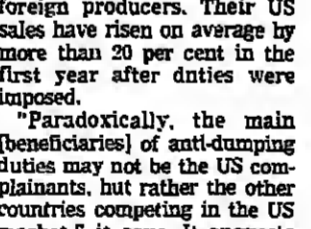
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Dumping: the accusers

Dumping investigations launched between 1980-94 by:



Source: Oet, Geneva

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NEWS: THE AMERICAS

Mexico attacks new US Cuba act

By Stephen Fidler, Latin America Editor

The Mexican government said yesterday it would invoke legal remedies provided by the North American Free Trade Agreement to counteract new legislation tightening the US embargo of Cuba.

It said it would co-ordinate with its other NAFTA partners, Canada, a response to the legislation, which passed the US House of Representatives on Wednesday night and awaits signature by President Bill Clinton. Among other things, it would allow Cuban-Americans to sue foreign companies using expropriated properties in Cuba and exclude their executives from the US.

Mexican officials said the law appeared to flout the Most Favoured-Nation clauses of NAFTA and the WTO.

Mr Art Eggleton, Canada's trade minister, said yesterday in London that his government was still discussing precisely how to respond, though invoking the NAFTA disputes procedure and a protest through the World Trade Organisation were both strong possibilities.

He said Canada would press Mr Clinton to use his powers to waive the application of some parts of the legislation.

"It's a dangerous precedent. They're in effect saying that if you trade with Cuba, your car's trade with us. That's not acceptable," he said. He said 20 to 30 Canadian companies had investments in Canada totalling more than C\$300m (\$36.6m).

Bernard Simon in Ottawa reports on vigorous efforts by a onetime spendthrift to balance its books

Born-again Canada opts for fiscal rectitude

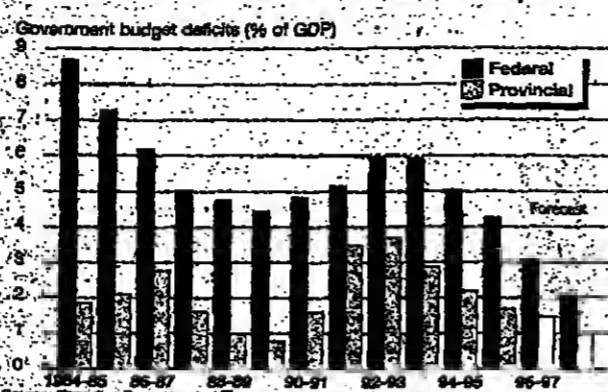
Taxpayers in the Canadian province of Alberta have received an unusual communication from Mr Ralph Klein, the state premier. In spite of living in a country where chronic public-sector deficits have created one of the industrial world's heaviest debt burdens, the letter seeks advice on how to spend the province's growing surplus.

Albertans may soon have company. Seven of Canada's other nine provinces have either balanced their books in the current fiscal year ending on March 31, or are likely to do so in 1996-97.

The federal government, as well as Ontario and Quebec (which make up almost two-thirds of Canada's population), are still struggling with sizeable deficits and a growing debt load. But they, too, are on the road to fiscal discipline, judging by this week's federal budget and recent developments in the two provinces. "Canada has moved quite a distance," said Mr Joshua Mendelsohn, chief economist at Canadian Imperial Bank of Commerce.

The federal budget forecasts a deficit of C\$24.3bn (\$11.5bn).

Canada: on the road to fiscal discipline



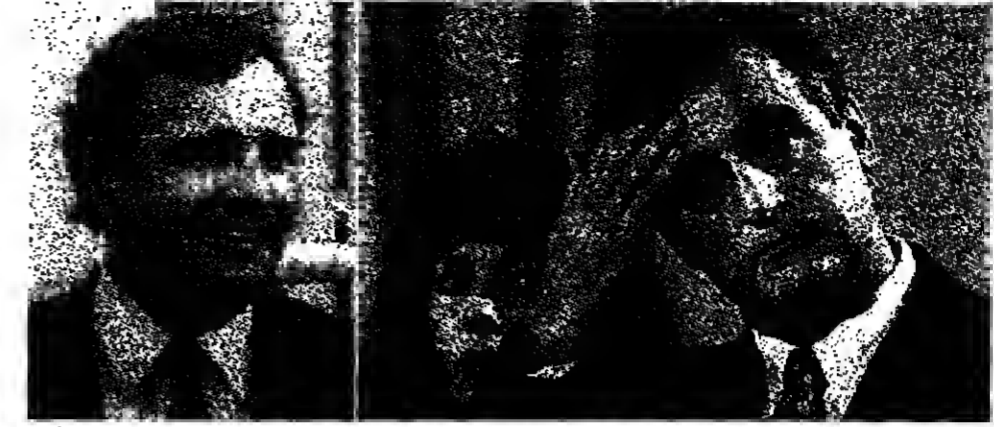
or 3 per cent of GDP, in the coming fiscal year, down from a peak of C\$42bn in 1993-94. The shortfall is expected to shrink still further to C\$17bn, or 2 per cent of GDP, in 1997-98. "We will balance the books," Mr Paul Martin, finance minister, promised in his budget speech. "But we will do so in a way that is measured, deliberate and responsible."

If all goes to plan, Ottawa's borrowing requirement (after non-budgetary transactions, mainly the use of pension fund surpluses) will be down to 0.7

per cent of GDP in 1997-98, the lowest among the G7 countries. The debt-to-GDP ratio is expected to fall by more than 1 percentage point that year, the first significant decline in two decades.

In Ontario, the Conservative government which took office in mid-1995 has mounted an all-out assault on the deficit. About 50,000 provincial civil servants are on strike in protest against its demands.

Welfare payments have been cut and business subsidies frozen. A government-appointed



Quitting the road to ruin: finance minister Paul Martin (left) and Quebec premier Lucien Bouchard

commission is expected to call within the next few months for at least the partial privatisation of Ontario Hydro, North America's biggest power utility.

Mr Lucien Bouchard, Quebec's new premier, is also expected to unveil a tough austerity package soon. Mr Bouchard has said the French-speaking province's economic problems are a higher priority for the time being than a renewed drive to secede from Canada.

Mr Peter Plaut, vice-president for sovereign risk at Salomon Brothers in New York, estimates that Canada's total public sector deficit will shrink to about C\$35bn, or 4.4 per cent of GDP, in the year to March 1997, from 5.5 per cent in the current fiscal year and a peak of 9.5 per cent in 1992-93.

Despite progress so far, some questions remain. As Mr Michael Manfred, chief economist at ScotiaMcLeod in Toronto, puts it: "Canada is well down the road from ruin. I'm not sure we're quite on the road to prosperity yet."

The risks are reflected in a continuing wide gap between US and Canadian long-term bond yields, currently about 1.57 percentage points.

CIBC's Mr Mendelsohn raises the question whether Mr Martin will stick to his guns as the next federal election - expected to be called next year - draws closer. The popularity of Ontario's new government has plummeted since it unveiled its deficit-cutting strategy.

Mr Mendelsohn also points to the risk that renewed turmoil over Quebec secession could push up interest rates sharply.

With debt-service charges eating up more than a third of budget revenues, a one percentage point rise in interest rates would push up the deficit by about C\$1.5bn in the first year, compounding to C\$3bn in the fourth.

For the moment, however, Mr Martin seems more likely to overshoot than fall short of his targets. This week's budget was based on growth and interest-rate assumptions that are more conservative than private-sector forecasts.

Mr Martin estimates GDP growth in 1996 and 1997 at 1.8 and 2.6 per cent respectively, compared to average private-sector forecasts of 1.9 and 2.8 per cent. There is an even wider gap in their interest-rate forecasts.

The budget's deficit forecasts also include "contingency reserves" of C\$2.5bn in the coming year and C\$3bn in 1997-98. Thanks to these reserves, the finance department estimates that next year's deficit target will be met even if interest rates are a full percentage point higher and growth half a point lower than the budget assumptions.

California's recovery masks stagnation in Los Angeles

By Nancy Durne in Washington

California's heralded recovery from its worst economic slump in six decades obscures continued stagnation in the Los Angeles region's economy.

According to a report released by the Los Angeles Economic Roundtable, a local think-tank, the county

has lost 125,000 of its defence-related jobs, nearly half the total, since 1988. High-technology companies related to defence have incurred "wrenching" job losses: 45 per cent in aircraft, 65 per cent in instruments, and 37 per cent in electronics.

The report, "Fast cold war frontier: defence downsizing and conversion in Los Angeles," concludes

that the new growth sectors - entertainment, apparel and services - seen as vital to future prosperity, will not be able to replace fully the well paid jobs lost in defence. The "continuing collapse of middle-wage occupations" threatens social stability, the report says.

The Clinton administration sees California as vital to the president's

re-election. Numerous initiatives and much defence conversion money have been targeted at the region but these schemes have been cut or drastically curtailed by the Republican-controlled Congress.

The report says long-term strategies will be required if the region is to bounce back. Free market prescriptions - cutting wages and

reducing regulation - will not be enough to create a growing diversified economy specialising in the technologies of the future.

Los Angeles' troubles began amid the defence build-up of the 1980s, with the shrinking of non-defence manufacturing.

Not even a country as rich as the US could long sustain deficit-fi-

nanced growth in military spending. By 1994, total contracts had fallen nearly 40 per cent from \$18.8bn in 1988.

But the area retains "formidable assets" as the film capital of the world and a fashion centre as well as host to such ambitious schemes as Calstar, aimed at building an alternative vehicle industry.

Bank probe may hold up Brazilian reforms

Angus Foster reports on how congressmen have unsettled the government of President Cardoso

On Tuesday Brazil's President, Fernando Henrique Cardoso said he was "tranquil" about a mounting crisis surrounding the central bank. Just 28 hours and two serious congressional defeats later, he probably wished he had chosen a different adjective.

A Senate decision to investigate Brazil's financial system may be the worst news for Mr Cardoso since he took office 14 months ago.

If the investigation gets under way, it could snarl up the progress of important reforms Mr Cardoso wants approved before municipal elections in October. In the lower house of deputies, meanwhile, the government's already watered-down social security reform failed to win enough votes and is now in serious doubt. "It wasn't our best day," one government adviser said tersely.

The Senate decision was prompted by concern about the central bank's handling of last year's collapse of Banco Nacional, which ran into liquidity problems and was sold to a rival bank. Amid allegations of regulatory incompetence and fraud at Banco Nacional, the government failed to atop opponents collecting the 27 senators' signatures needed to open a probe.

Mr José Sarney, Senate president and potential rival for Mr Cardoso in 1998's presidential elections, backed the immediate launch of the inquiry. Mr Sarney and party leaders will now choose the president and members of the investigating commission, which has no time limit and can call any witnesses.

Mr Sérgio Amaral, the president's spokesman, said the government saw the investigation as politically inspired: "The president thinks [the investigation] is inconvenient

and there are no justifications for its installation," he said. "Behind the scenes, the government was yesterday still trying to delay or derail the probe. Mr Cardoso is a consummate negotiator and government concessions may yet stall the process. But Brazil's banks, popularly denounced as too profitable, are such an easy target for both houses of Congress that holding off an

inquiry for long will be difficult. São Paulo's stock market, taking a dim view of Mr Cardoso's chances, fell more than 4 per cent on Wednesday with the news of the investigation.

The government's main concern is that an investigation into the banking system would absorb so much of Congress's time that pending constitutional reforms to modernise government and tax systems would be further delayed.

Mr Cardoso, who likes to count off the various reforms on his fingers, has a less than four month "window" to secure approval of these complex changes before Congress goes into recess and becomes preoccupied with the October elections, when about one in five congressmen is expected to run for municipal office.

The last, high-profile congressional inquiry, a 1993 investigation into politicians' corrupt meddling in the government's budget, brought all other congressional business to a standstill for three months. A new investigation might not be as damaging, partly because bankers rather than congress-

men would be in the dock. Mr Cardoso is also far better at keeping Congress working than his mercurial predecessor, Mr Itamar Franco.

But Brazil's banking system is so intertwined with complicated political relationships that an investigation could seriously stall wider government policy.

Bankers are concerned the investigation could undermine the credibility of the country's banking system, especially if politicians demand publication of sensitive information and continue attacks on the central bank's performance.

More than 10 banks and financial institutions were shut during last year's liquidity crisis, and others were rumoured to be in trouble. Most analysts think the crisis has passed. But allegations at Banco Nacional and the central bank's inability to spot the fraud apparently for many years, have prompted worry over whether other institutions have hidden problems.

Mr Cardoso's second defeat, on the social security reforms, came as a surprise to the government. The proposals are intended to end special pensions for privileged groups and raise contributions to finance the government's ever-higher pension bill.

The proposals were opposed by some unions and congressmen themselves who stood to lose privileged pension arrangements.

But after a year of negotiation, the government thought it had enough support to pass its ideas.

That it did not, and was opposed by members of its own ruling coalition, reflects congressmen's unease in voting for unpopular measures so close to elections. Mr Cardoso insisted following the defeat, that the government would try again to negotiate a new package of reforms.

Blizzards push US index to lowest level for 2 years

By Michael Prowse in Washington

Severe winter weather contributed to a 0.5 per cent fall in the US index of leading indicators in January to its lowest level in more than two years.

The Conference Board, the New York business analysis group that compiles the figures, said the decline largely reflected a sharp fall in the average factory working week, owing to

blizzards on the east coast. Other sources of weakness included declining building permits, a fall in consumer confidence and higher claims for state unemployment insurance.

The January drop followed a gain of 0.2 per cent in December and a decline of 0.2 per cent in November. Since other economic data was affected by the weather, most economists predicted a fall of about 0.6 per cent in January.

The index is meant to predict

economic trends six to nine months in advance, but many analysts regard it as an indicator of current conditions.

The index has fallen in four of the past six months, mirroring the sharp slowdown in economic growth evident since last summer.

Economists yesterday were awaiting the release today of employment data for February to judge the likelihood of an economic rebound this spring following weakness during the winter.

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China pressure on Taiwan voters

By Tony Walker in Beijing

China has stepped up pressure on Taiwan by explicitly linking planned missile tests off the island, due to begin today, with a campaign to intimidate voters in presidential elections being held later this month.

Previously, Chinese officials avoided making a direct connection between military exercises in and around the Taiwan Strait and events in Taiwan. They had described the exercises as routine.

Mr Tang also Beijing's chief negotiator in cross-strait talks with Taiwan, called on the Taiwanese president to "end the tense situation" and allow resumption of talks broken off last year. He made the remarks

in an interview with CNN. Beijing suspended talks on such issues as air, sea and postal links in protest at President Lee's visit last June to the US.

Mr Tang's forthright comments were echoed yesterday by Mr Shen Guofang, China's foreign ministry spokesman. "The exercises will be useful not only to safeguard China's sovereignty and territorial integrity, but to stamp out efforts to create two Chinas, or one Taiwan," he said.



Okinawans reacted angrily yesterday to the Naha district court's sentences of a maximum seven years' prison for three US servicemen found guilty of raping a 12-year-old local girl. AP reports from Naha, Japan. "Animals (Americans) Get Out," said one banner near the court (above). "Prison will be too bearable, unlike the pains inflicted on the girl and her family," Okinawan Women Act Against Military Violence said.

Okhawa Governor Masahide Ota said he would continue efforts to reduce or remove US military bases from the island. "The prefecture will work on the base problem," he vowed. The rape has put Japan-US ties under pressure and is expected to feature in a summit between US President Bill Clinton and Premier Ryutaro Hashimoto in Tokyo next month.

Beijing plays to weaken Lee's hand

But the reaction has been defiant, write Peter Montagnon and Laura Tyson

A new election poster appeared on the streets of Taipei this week. It shows President Lee Teng-hui dressed in Superman garb and single-handedly holding back a Chinese missile as it hurtles through the sky. Behind him is a flock of admiring doves.

Share prices recovered slightly yesterday after two days of sharp falls, largely because of buying by the official stabilisation fund.

Mr Tang's cabinet yesterday approved a record budget for 1996-97 and set aside a special fund to buy fighter jets as tensions with China intensify, Reuter reports from Taipei. The cabinet set the budget for the year to June 1997 at T\$1,212bn (\$28.8bn), up 6.8 per cent. Defence spending is set to rise 3.8 per cent to a record T\$255.3bn, accounting for 21 per cent of total spending. A special budget of T\$166.2bn was set up, of which T\$88.2bn is earmarked for US and French fighters. The government hopes the budget can boost GDP growth, which eased to 6.06 per cent in 1995 from 6.54 per cent in 1994. The deficit will be T\$153.8bn. Some T\$110bn in construction bonds will be issued, and T\$43.8bn from previous surpluses used to balance the budget. The budget needs approval by parliament, which can amend it.

Among more pessimistic observers, Mr Peter Kutz, head of ING Barings in Taipei, says China appears determined quickly to force Mr Lee to strike a deal, giving at least a broad timetable for unification.

Beijing is concerned, he argues, that if it waits too long after Taiwan is democratised, the opportunity may slip away. It is therefore in China's interests to step up the pressure as far as it dares, both during and after the election campaign.

It would be pure kitch if the message did not have more than a ring of truth. The response of ordinary Taiwanese to China's missile tests, due to start today in waters near the island, has been one of defiance and resentment rather than fear.

China would not risk an invasion, says Mr Andrew Yang of the Council of Advanced Policy Studies, because it lacks amphibious troop transport capacity. Taiwan's air force could stop an invasion before it arrived.

China would resume talks with Taiwan only after Mr Lee reaffirmed his commitment to unification and promised to stop his campaign for independent recognition.

China, whose official Xinhua news agency has called Mr Lee "a sweet-talking chameleon", simply does not accept his formal position which remains in favour of eventual unification.

Taiwan's official mainland affairs council, which deals with China policy, says Mr Lee will make a conciliatory gesture after the election, offering a resumption of contacts, possibly with an expanded agenda and broader participation to include government officials.

Tokyo to relax currency curbs

By William Dawkins in Tokyo

Japan's finance ministry intends by the end of this month to issue plans to ease some curbs on currency transactions by securities houses and other companies with foreign businesses.

Senior officials said yesterday they accepted in principle proposals by a working party of the ruling coalition to allow companies to "net out" foreign exchange transactions between different subsidiaries, to reduce the number of transactions necessary with authorised foreign exchange banks.

Asean forum to fight Internet sleaze

Information ministers from the Association of South-East Asian Nations agreed yesterday to set up a forum to consult each other on trying to prevent an influx of pornography and other "negative elements" from abroad through the Internet, Kyoto reports from Singapore.

Indians look to highest court for governance

Faced with discredited politicians across the political spectrum, and a parliament that has failed to make the executive accountable to it, Indians are increasingly turning to the Supreme Court to ensure good governance.

In recent months, the country's highest court has responded to litigation brought by members of the public to direct the government on issues ranging from removing garbage from Delhi, to shutting polluting industries and endorsing the government's method of privatising its telecommunications services.

Previously, such suits were largely confined to areas such as human rights and the environment. But what has made the judiciary particularly powerful in recent months is a series of judgments in cases involving alleged corruption at the highest levels.

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Retail optimism fuels rate cut expectations

By Robert Chote, Economics Editor

The chancellor and governor of the Bank of England met yesterday to discuss a further cut in interest rates, as the number of retailers expecting to increase sales reached a seven-year high.

Economists expect bank base rates to be cut by a quarter of a percentage point today - to 6 per cent - notwithstanding evidence of robust consumer spending. This would be the third reduction in four months and probably trigger cuts in mortgage and savings rates.

The Confederation of British Industry said it would welcome a rate cut, but it was not calling for one as a matter of urgency. Ms Kate Barker, the CBI's chief economist, said a quarter-point cut would pose no inflationary danger.

The CBI's latest distributive trades survey, meanwhile, painted an upbeat picture of activity in Britain's shops. For the fifth month running more retailers reported rises in sales over the preceding year than reported sales falling.

Some 52 per cent of retailers expect sales this month to be up on a year ago, compared to 7 per cent predicting

that they will be lower. This 45 point balance expecting an improvement is the biggest in any survey since the end of 1988.

Sectors linked to the housing market did particularly well, perhaps reflecting a pick-up in the number of people moving house in January.

Retailers still report that stocks of unsold goods are excessive relative to expected demand. They expect to reduce their stock overhang this month, but the proportion of retailers planning to order more from their suppliers rose nonetheless to its highest level since the 1980s.

Retailers have been finding it easier

to raise prices. The net proportion reporting they had raised prices in the past year reached its highest level in nearly two years. But the CBI said this increase was below average and was from a low base.

Mr Alastair Eperon, chairman of the CBI distributive trades panel, said price increases were unevenly distributed between sectors of retailing and conditions in most parts of the market remained competitive.

Mr Richard Jeffrey, of Charterhouse Bank, said the survey pointed to sharp consumer spending growth this year, perhaps even exceeding the Treasury's 3.5 per cent forecast.

"Further rate cuts would be entirely inappropriate at the moment," Mr Jeffrey said. He added that if rates were cut today, it would be almost inevitable that they would have to rise again later this year.

Mr Clarke is expected to justify any rate cut by arguing that inflationary pressure remains subdued. The Bank said last month that inflation was back on course to hit the chancellor's target. The Central Statistical Office said the so-called "longer leading indicator" - supposed to predict economic turning points a year in advance - was flat last month. The first time since June 1994 it has not fallen.

Clinton snubs Adams over IRA ceasefire

By John Kampfer, Chief Political Correspondent

Mr Bill Clinton, the US president, is planning to invite Mr David Trimble, leader of the Ulster Unionists, and other prominent Northern Ireland politicians to a White House St Patrick's Day party next week - but not last year's star of the show, Mr Gerry Adams, Sinn Féin president.

Mr Trimble is understood to be ready to accept the offer and is preparing to take with him a typical Ulster present of damask linen from a factory in his constituency. The Rev Ian Paisley, leader of the Democratic Unionists, is also being urged to attend.

The attendance list for the March 15 party reflects a new mood in the US administration following the IRA's Docklands bombing which ended its ceasefire.

retary, on Wednesday, that his proposal for Westminster-style constituencies may win government support.

Conservative backbenchers have warned Mr John Major, the prime minister, that a perceived snub to Mr Trimble might jeopardise his support for the government, whose majority has shrunk to only two.

Mr Major has made clear, however, he will not take part in "grubby deals" over Ulster to preserve his majority, especially at a time of renewed IRA violence.

In what was seen as its response to last week's Anglo-Irish announcement of all-party negotiations on June 10, the IRA made clear last night that the need for armed struggle remained "given the current political conditions".

A year ago, Mr Adams was feted at the White House in the event that is top of the calendar for all Irish-Americans. He was even called upon to sing a duet with Mr John Hume, leader of the moderate nationalist Social Democratic and Labour party, for the guests. Unionist leaders refused to attend.

Last November, Mr Clinton made a point of stopping his cavalcade through West Belfast, during his ground-breaking visit to the province, to drop into a cafe with Mr Adams.

However, Mr Adams has refused to coedemn the bombings and to deliver what many Irish-Americans hope will be a second ceasefire.

UK NEWS DIGEST

Stricken tanker 'had no plan'

The master of the Sea Empress - the tanker which ran aground in the entrance to Milford Haven harbour in south Wales last month - had not agreed a plan of approach with the port's pilot, a marine accident report said yesterday.

The Department of Transport's marine accident investigation branch made no comment on the reasons for the grounding, which led to the loss of 60,000 tonnes of oil. In its interim report. But the absence of a plan appears to be the only area where all was not well.

A plan of approach would not necessarily be drawn up every time an experienced master made an approach to a port but it would be sound practice, marine industry experts said.

The investigators' report described "a shuddering vibration" as the Liberian-registered tanker came alongside of the mid-Channel rock lighthouse. This was followed by "a sound from the deck below of liquid being forced under pressure and a strong smell of oil." The Sea Empress had no known deficiencies when the pilot went on board and all certificates relating to the vessel and its crew were valid, the report said.

Charles Batchelor, Transport Correspondent

Scots property on market

A £100m price-tag has been pinned on Scotland's largest portfolio of industrial property, ranging from small workshops in Aberdeen to large headquarters outside Glasgow. SFP, the Swedish life insurer, has decided to sell the portfolio, which covers 4.5m sq ft of industrial buildings and 110 acres of land centred on Glasgow's Hillington industrial estate. The buyer will receive rent of about £10m a year from tenants ranging from multinational companies such as Rank Xerox to dozens of small companies.

The portfolio last changed hands in 1990 when the government instructed the Scottish Development Agency to sell its property holdings. The buyer was London & Edinburgh Trust, then one of the brightest stars of the 1980s property bull market. SFP took control later the same year following its £490m takeover of LET, just as the UK property market started to slide into recession.

Simon London

Arizona firm boosts pit town

A Northumberland town once reputed to be the world's biggest pit village was yesterday celebrating the announcement of its first big inward investment project for 20 years. Wansbeck district council said the choice of Ashington by Simula Inc of Arizona for the company's first manufacturing operation outside the US was a "breakthrough" for the area, which has lost 5,000 manual jobs, mostly in coal mining, since the mid 1970s.

Simula Automotive Safety Devices, a subsidiary of Simula, will make side impact head protection air bags in a 30,000 sq ft factory on the Wansbeck Business Park. The £1m investment is expected to create 180 jobs.

Chris Tipton

Work permit rules relaxed

The government has relaxed its rules for the granting of work permits for foreign footballers. The change will allow the Dumitrescu, the Romanian international, to move from Tottenham Hotspur to West Ham for £1.5m and Swiss star Marc Hottiger to join Everton from Newcastle United for £750,000. They had been unable to play for their new clubs for more than a month after their transfers had been blocked under the old rule that foreign international players would be refused new work permits if they had not played in at least 75 per cent of their previous club's games.

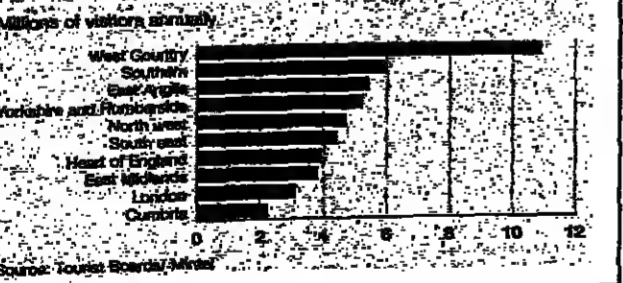
Patrick Harverson

Britons take more holidays

The British took more than 86m holidays last year - more than three holidays per household - compared with 74m in 1990, according to Mintel, the market analysts. Holiday expenditure totalled more than £25bn (excluding fares to foreign destinations), but only 40 per cent of this was spent in the UK. The West Country was the most popular region in England for holidays, followed by the southern region and East Anglia. London appealed for short breaks only. The main reasons for choosing a British holiday were convenience, visiting "my own country", and cost.

Diane Summers

Top 10 English destinations



Workers 'will remain full-time'

By Robert Taylor, Employment Editor

The vast majority of British workers will still be in permanent full-time jobs 10 years from now, with less than 6 per cent employed on temporary contracts, according to a government-supported study of the future of work.

Its findings - based on the data from official government Labour Force survey statistics - question the widely held assumption that a highly flexible labour market is rapidly being created in the UK.

The survey is published today by Business Strategies, the independent private consultancy.

It forecasts that as many as 79.2 per cent of all employees will still be in full-time, permanent jobs in 2005 compared with 82.1 per cent today and 83.9 per cent 10 years ago.

"Our forecast certainly does not indicate an end to permanent employment," the report says.

It also says that the expansion rate in part-time jobs,

Deep divisions in the cabinet emerged last night over proposals by Mr Michael Heseltine, the deputy prime minister, to strip workers in small businesses of their employment rights.

The plans to exclude over 7m workers in small firms from the protection of UK employment law have prompted fierce opposition from both cabinet colleagues and trade unions.

Under the plan, staff would no longer be able to seek damages for unfair dismissal or contest non-payment of wages and cases of racial discrimination before an industrial tribunal.

Employment type	1985	1995	2005
Permanent	84	82	79
Part-time	21	24	25
Self-employed	11	13	13.5
Temporary	5	6	6

*Employees with or without contracts. Source: Business Strategies

short-term contracts and self-employment was faster during the past 10 years than it will be between now and 2005.

It predicts that the number of temporary employees with contracts will increase from 1.5m at present to just more than 2.5m by 2005, a growth from 6.9 per cent to 8.3 per cent of the total labour force.

"Whilst the number of temporary workers has undoubtedly risen, there is no clear evidence that this has been at the expense of permanent employment," says the survey.

The growth rate of self-employment is also expected to slow from 23 per cent during the past decade to 9.8 per cent between now and 2005. Some 3.6m people, or 13.5 per cent of

the workforce, will be self-employed 10 years from now compared with 3.3m, or 13.1 per cent of the workforce today.

The survey also forecasts a slowdown in the growth rate of part-time permanent employees from more than 20 per cent over the past 10 years to 10.7 per cent during the next 10 years.

This means the proportion of part-time employees in the workforce will increase by only 1 percentage point to 24.8 per cent in 2006 from 23.8 per cent today, a rise from 6m to 6.7m.

The survey says that the number of people in their job for less than two years has risen from 24 per cent to 28 per cent since 1984 but "this is as much a reflection of changes in the number of employees as any increase in labour market flexibility".

The survey looks in particular at future employment patterns in business and financial services. It suggests that two-thirds of those working in these areas will be in permanent full-time jobs in 2005, compared with 68 per cent today.

Ten years from now, employees on short-term contracts will account for 3 per cent of workers in business and financial services compared with 2 per cent today. Some 15.7 per cent of the sector's workforce will be self-employed compared with 14 per cent today.

Business advisers' revenues up 15%

By Tim Dickson

Confirmation that management consultancy is a growth business was provided yesterday in the 1995 results from members of the industry's main trade body.

Aggregate revenue of firms belonging to the Management Consultancies Association jumped 15 per cent to £1.25bn (£1.91bn) last year. Income from outsourcing showed a 46 per cent growth.

The three activities that the MCA says are associated with an expanding economy - strategy, marketing and human resources - also showed a strong advance. However, revenue from public sector work fell £71m to £162m. Overseas growth was also minimal.

Recent criticism at Westminster of the amount spent on outside consultancy by government departments is thought to have had an effect.

"There is political pressure to reduce the spend on consultancy irrespective of whether there is a need, and also to avoid consultancies with brand names," Mr Ian Harvey, the MCA president, said yesterday.

Mr Harvey believes "all the traditional indicators of a growing economy" are reflected in the 1995 results. Income from corporate strategy and organisation development was up 40 per cent at £188m. Marketing and corporate communication was up 60 per cent at £28m, and human resources work pulled in £61m, up 52 per cent on a year ago. Financial and administrative systems income, mainly connected with work for City institutions, rose by 42 per cent to £22m last year.

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Asean forum to fight Internet sleaze

KEEP OUT THIS AREA PEOPLE'S ZONE

Government poised to announce EMU referendum

By Robert Peston, Political Editor

The government is likely to announce a decision in favour of holding a single currency referendum in the next few weeks, following a review to be carried out by the foreign secretary, Mr Malcolm Rifkind.

The prime minister wants to make such a commitment, in the hope that it would reduce the incessant hickering in the parliamentary Conservative party about European monetary union.

However, he is facing opposition from two of his most pro-European senior colleagues, the chancellor, Mr Kenneth Clarke, and the deputy prime minister, Mr Michael Heseltine.

Senior members of the government hope that Mr Rifkind's review will find a way of allaying their concerns. However Mr Clarke has made it clear that he regards the issue as of fundamental importance.

Mr Clarke is concerned at the government's drift in a sceptical direction and is understood to regard a referendum commitment as the

"final straw", according to one of his colleagues.

It is believed he may threaten to resign over the issue. However, a senior member of the government said last night that "Ken is far too sensible to push it to the wire in that way".

Mr Clarke and Mr Heseltine have become more isolated on the issue, following a change of heart by Mr Michael Portillo, the defence secretary, to deliver a heartfelt warning.

Unless the UK toned down its anti-European rhetoric in the single currency debate, then the chemical sector and other British businesses operating in Europe could be seriously damaged, they argued.

whatever decision is taken by the prime minister.

A minister said yesterday that it was possible that a compromise agreement could be reached with Mr Clarke, so that when a decision on the referendum is taken, the principle of collective cabinet responsibility could be waived to allow the chancellor to signal his disagreement.

Mr Clarke once again signalled his strength of feeling on the single currency when he accused Eurosceptics of being "obsessive and hysterical" about the issue.

In a BBC radio interview, he said it would be better to take the referendum decision "if and when it happens".

The prime minister yesterday told the Commons that he had "made it clear on previous occasions" that he believed "a referendum on joining a single currency could be a necessary step" and he remained of the view that "it might be the right course".

Late last year, he said that any referendum would only take place after the cabinet had taken a decision to join the single European currency. Mr Rifkind's review will con-

sider whether such a plebiscite would take place before or after the Commons has the opportunity to vote on the issue.

Eurosceptics were also yesterday lobbying the government to rush an act through parliament suspending the applicability of European Union law on the UK courts pending the outcome of the forthcoming inter-governmental conference on reforming the EU's institutions.

Their moved followed widespread anger at the recent decision to allow Spanish fishermen to sue the British government for damages.

Banking regulator highlights failings

By George Graham, Banking Correspondent

The UK's top banking supervisor yesterday called for better co-operation among regulators - and especially between banking and securities industry regulators.

In a speech to the International Swap and Derivatives Association's annual meeting in San Francisco, Mr Michael Foot, head of banking supervision at the Bank of England, said the collapse of the UK's Barings group and the bond trading losses incurred by Japan's Daiwa Bank in its New York operations had pointed to shortcomings in the exchange of information between regulators.

"Each host country may have a piece of the jigsaw. Who is going to piece these together?" he asked.

In the Daiwa case, Japanese supervisors had failed to share information about the trading losses with their counterparts in the US.

Although co-operation among banking supervisors now works reasonably well, Mr Foot indicated that there were still differences of approach with securities industry supervisors.

He urged securities regulators to accept that in each financial group, there should be one lead regulator who takes charge of the exchange of information and takes a primary role in managing any emergency that might arise.

The lead regulator should take responsibility for the consolidated supervision of groups that may be spread across a range of countries and segments of the financial industry, he said.

Mr Foot said bank supervisors now accepted the idea of a lead regulator, but not all of their securities counterparts did - "perhaps because they have the view that typically security firms' assets are more liquid and that, therefore, problems arising in the rest of the group will not prevent an orderly winding down of the securities operation."

Rhetoric over single currency under scrutiny

By Gillian Tett, Economics Correspondent

As the preparations for any possible European single currency gather pace, Courtauld, a UK producer of the man-made fibre Tencel, is watching the European rhetoric closely.

Courtauld's other main European competitor in Tencel, most of which is made into fabrics, is based in Austria - a country which would almost certainly be part of any possible single currency group.

Mr Sipko Huisman, Courtauld's finance director, fears that, as a result, if any protectionist rhetoric ever emerged under Emu, Tencel might one day be affected.

"There is no actual protectionism now and none threatened. But if some countries proceed with monetary union, the threat can't be dismissed," says Mr Huisman.

Such fears might seem fanciful, given the multitude of uncertainties that still surround the single currency project. Far fetched or not, these concerns largely stem from rhetoric that has emerged from the continent itself, particularly France.

The slide in value of the Italian, Spanish and UK currencies against the French and German currencies in the last two years has prompted howls of outrage from some French companies.

Business balks at anti-EU sentiment

By Gillian Tett, Economics Correspondent

A group of chemical executives recently paid a private visit to Mr Michael Portillo, defence secretary, to deliver a heartfelt warning.

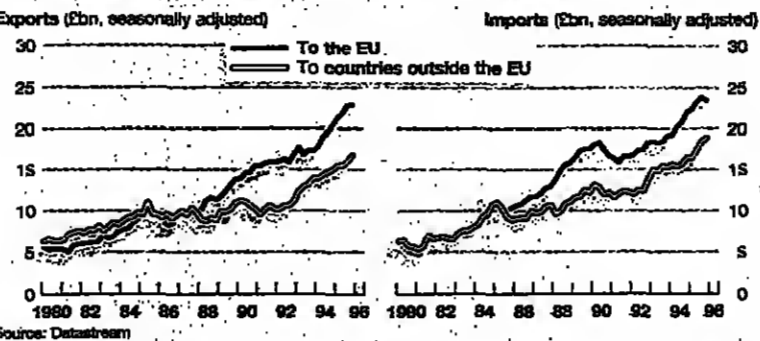
Unless the UK toned down its anti-European rhetoric in the single currency debate, then the chemical sector and other British businesses operating in Europe could be seriously damaged, they argued.

The plea, to one of the cabinet's leading Eurosceptics, appeared to fall deaf ears. "Portillo seemed to be telling us that that was just the price to pay for being British," one participant muttered.

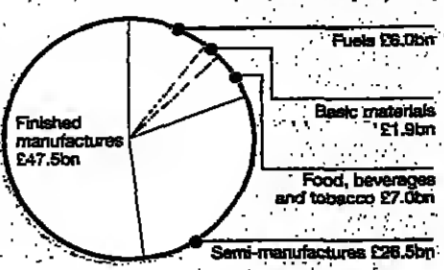
But the lobbying mission highlights growing concern within the chemical sector about some Conservative politicians' determination to ensure that Britain's single currency opt-out becomes permanent - and the impact this would have on the UK's success within the single market.

On the face of it, these fears so far have been relatively muted in the single currency debate in the UK. The Confederation of British Industry, for example, called earlier this week for a more "business-focused" debate on Europe. But with the CBI membership itself polarised, the organisation studiously adopted a pragmatic line, carefully following the government's "wait and see" approach to possible membership. The cautious stance has infuriated some businessmen. A group of senior executives opposed to Emu last month joined forces to decry the project.

The role of exports and imports in the economy



Value of exports to EU by commodity (£bn, seasonally adjusted)



Anti-Emu voices are apt to be loudest in the debate. However, an informal survey of 20 of the largest companies shows that although opinions remain very divided about the actual merits of Emu, several large groups are quietly stepping up their analysis of business scenarios if Emu goes ahead.

ICI recently created a task force to look at the issue, while British Airways made a similar move last year. Shell has discreetly done the same - although it remains highly touchy about the project. Meanwhile, the banking sector has markedly stepped up its work since the Madrid Emu summit at the end last year.

For some companies, the conclusions of these studies are worrying. In particular the flurry of protectionist rhetoric that emerged from countries like France in the aftermath of the currency swings last year, has left some fearing that subtle forms of protectionism could emerge if the UK stays outside Emu.

BAT, for example, is one

group that has given the matter considerable thought, and is now trying to integrate its European treasuries to prepare for any monetary union.

It says that a single currency without the UK is unlikely to affect its core tobacco business. But it is alarmed about the threat of protectionism for its financial services group, as it attempts to expand into Germany.

However, it is the chemicals sector which is perhaps most vocal in its fears.

The chemical industry's awareness of the issue - and its willingness to lobby - partly stems from bitter experience. For with 80 per cent of the legislation affecting the sector now emanating from Brussels, chemical companies believe that the UK's anti-European stance is already harming them.

As Mr Bryan Sanderson, managing director of British Petroleum says: "British companies now start every single debate a few steps back in Europe - that puts us

at a real disadvantage."

However, their fears also reflect the nature of their investments. The companies need to make large, long term investments that could be seriously affected by a single currency or rising protectionism.

So far there is little evidence that these concerns have affected investment decisions. Yet most executives insist that the short term difference in labour costs between the UK and countries like Germany is still offsetting any longer term risks.

Indeed, some foreign observers are even claiming that the UK staying outside a single currency would boost foreign investment. Mr Haruko Fukuda, deputy chairman of Nikko Securities says: "Japanese investors would actually prefer Britain to stay outside the single currency so that their production bases here continue to enjoy the benefits of a competitive exchange rate."

However this view remains rare: many foreign investors

are now becoming more vocal about their desire to see the UK to stay at the heart of Europe.

Mr Haruyuki Miyadai, head of policy planning in Europe for Toyota, says: "For us it is very important that the UK remains in the mainstream of the European Union like France and Germany. What concerns us is a worst case scenario where the UK opts out and political and emotional relations with Continental Europe worsen."

Most companies might insist that this scenario is still hypothetical. Indeed, a few like pharmaceutical group Zeneca and construction giant Tarmac are confident enough to argue that EMU will never actually occur.

But few companies in the chemicals sector are prepared to make such bold assumptions with so much business at stake - whatever the twists in the UK political scene.

Additional reporting by Michael Cassell, Jeremy Luesby and Daniel Green.

MANAGEMENT

It might seem ironic that a group of American management consultants is advising a former Soviet republic about the virtues of central economic planning.

But for the past year the Monitor group has been doing just that, helping the government of Tatarstan to develop the market economy and devise a long-term plan to improve the competitiveness of local industries.

Management consultants are used to re-engineering corporations but in this case - to paraphrase Stalin - they were more in the business of "re-engineering human souls". Monitor's chief conclusion was that the most critical challenge facing Tatarstan was more political than economic.

A mutually beneficial consensus must be forged between government officials, whose Soviet-era instincts are to regulate everything that moves, and the new emerging class of private entrepreneurs, who suspect the state of being a dead, rather than a helping, hand.

The old system of central economic planning - masterminded by Moscow ministries - has collapsed, resulting in massive declines in industrial output. The new forms of capitalism which have since emerged are proving unpredictable and often uncontrollable.

Moscow's liberal ideologues, who shaped Russia's economic agenda in 1992, were hostile to the idea of developing a new industrial policy even to support strategic enterprises and regulate the nascent markets. They feared it would allow bureaucrats to "re-politicise" the economy through the back door and stifle entrepreneurial spirit.

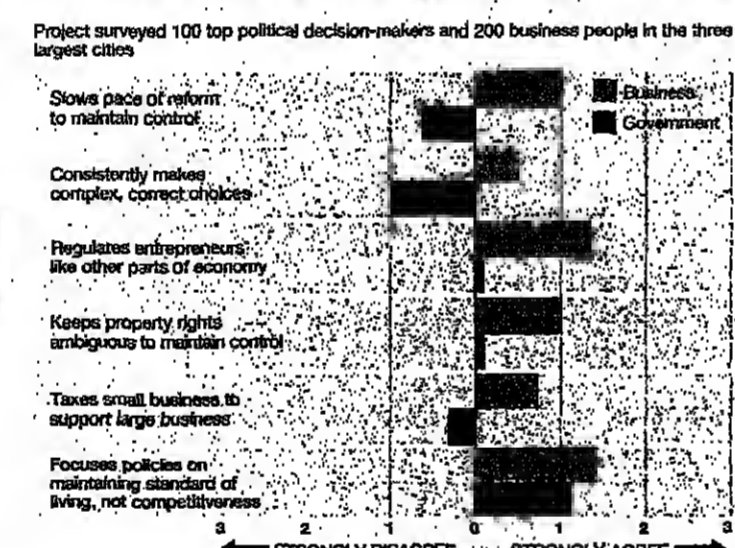
But Murtimer Shaimiev, Tatarstan's president who has won a large degree of economic autonomy from Moscow enshrined in a power-sharing agreement signed two years ago, opposed the "shock therapy" school of reform.

He sought to soften the policy using local tax revenues to maintain support for state industry and subsidise food and utility prices. That has helped preserve social cohesion absent in much of Russia. "We had a huge number of people working in large monopolistic enterprises in Tatarstan. You cannot turn them all into individual entrepreneurs and adapt to market conditions overnight. It takes time," he says, in an interview.

While being chided for his reactionary "communist" practices by Moscow, Shaimiev hired Monitor to advise his government how it could best shape the gradual development of the republic's market economy.

The Cambridge, Massachusetts-based Monitor, which has drawn heavily on the competitiveness theories developed by Michael Porter of the Harvard Business School, set

Divergence of views: attitudes towards Tatar government policies



Tatars turn

The former Soviet republic is receiving western advice on improving competitiveness, explains John Thornhill

about the task with relish.

"In most cases we are normally tweaking the existing market economy but in this case we were helping create a new system from the ground up," says Mark Fuller, Monitor's chairman.

It was immediately obvious that Tatarstan boasts more natural advantages than most Russian regions. Tatarstan is one of the richest oil-producing areas in the former Soviet Union. Its annual output of more than 25m tonnes is expected to last for another 30 years.

The republic was also a centre of high-technology arms production, turning out the Blackjack and Backfire bombers, and home to the giant Kama truck plant. That spawned many manufacturing plants as well as a large number of technical institutes producing graduates with exceptional skills.

But Monitor perceived that Tatarstan was in danger of becoming an "advanced backward economy" which, despite its educated workforce and technological base, was dependent on crude oil to provide 80 per cent of its international exports.

The region's abundance of natural resources could be as much of a curse as a cure for the economy. Reliance on oil could crowd out investments in other sectors as many Middle Eastern countries have discovered to their cost.

Monitor argued the region's stan-

dard of living would only rise if it could increase the export of sophisticated goods. To this end, it is fleshing out proposals with the Tatar government to develop "clusters" of industries, adding more value to oil products within the republic and building on its automotive industry infrastructure.

Such advice would be familiar to students of Porter's thinking. But, perhaps more significantly in Tatarstan's case, was that the project stimulated fresh thinking among the 100 top decision-makers in the republic about how they could unleash their people's creative powers.

Alexander Tarkayev, chairman of the local Chamber of Commerce and Industry who worked closely on the project, says: "Monitor has been very important in changing our ideas about competition. A year ago I thought Tatarstan's competitors were France and Germany."

"I now realise that our real competitors are neighbouring regions such as Yekaterinburg and Nizhny Novgorod."

Monitor argued Tatarstan must aim to distinguish itself from neighbouring regions to attract increased international and domestic investment by developing a supportive business environment.

The government is already committed to investing \$50m (£34m) in a state-of-the-art wireless telecommunication network and is supporting

a reconstruction of Kazan Airport to encourage more international flights.

The Tatar government is actively courting foreign investors by introducing tax holidays and is opening trade offices in several foreign cities including Paris, Washington DC, and Adelaide and promoting the region's attractions on CD-ROM presentations.

It is also aiming to stimulate capitalistic change from the bottom up rather than imposing it from the top down. To this end, it has lit a bonfire of bureaucratic regulations to ease the formation of small businesses and is even encouraging students to work on projects to improve competitiveness.

But Soviet-era instincts run deep in the local population. The Monitor project met resistance from some Tatar leaders who cavilled at its \$1m cost at a time when government ministers earn \$300 a month.

Monitor's consultants say they learned much from the project. The most significant insight was that economic reform can only succeed if ordinary people participate on a mass scale.

"The Tatarstan government wants to make as many people as successful as possible so that there is support behind the reforms," says Bruce Allyn, a Monitor consultant. "The most important thing is to change things so that they have legitimacy."

Planning a move in the right direction

Business people need to stand back from their busy careers and take stock. Tim Dickson reports

When Peta Lyn Farwagi approached George Bain six months ago with a plan to develop his personal "life strategy", the London Business School principal admits he was more than a touch sceptical.

"I'm not a touchy feely sort of person who sits around philosophising about life," he says. "If Peta hadn't been on the Sloan fellowship programme at the school a few years back I'd probably have written her a polite letter saying 'No thank you'."

Half a dozen counselling sessions later, however, Bain is both happy to plug his alma's annual new consulting work and to talk publicly about how it helped him rethink his own plans "for the next 20 years".

Just turned 57 and due to step down from one of the hottest seats in management education at 60, Bain has, for example, started to talk about "restructuring" his job over the next three years so that he can concentrate his energies less on shaping the school's international strategy (a task which he believes is largely achieved) and more on raising funds for LBS' future growth.

After "retirement" he is now convinced that what he wants is not so much another "big" job of the kind someone in his position could expect, as the opportunity to return to his academic roots, indulge his hobby of history and involve himself in a number of three- to five-year projects. One of these might be a book based on the observations he has been gathering throughout his life.

As to where he might base himself for at least part of what Charles Handy calls the "third age", his reflections with Farwagi will disappoint Vancouver estate agents but bring a flutter of anticipation to the hearts of those who sell island pied à terres an hour's drive from Winnipeg.

"I've always assumed that in time I'd spend a quarter of the year in Canada, which is why I say I'm 25 per cent Canadian," explains Bain. "The more we chatted about this aspect, though, the more I realised a lot of the resources I'll need, a lot of the



Farwagi and Bain: she helped him rethink his own plans "for the next 20 years"

best networks for me are not on the western seaboard which I got to know in Navy days and where I thought I'd end up, but in the Prairies. I suppose the process was a bit like someone in the UK realising that, idyllic as it sounds, retiring to Cornwall also has its drawbacks."

Farwagi's conviction is that growing numbers of business people - not just senior and successful figures such as Bain nearing the end of their careers - need to step back from busy jobs in this way, consider what they want out of life, and decide whether they are heading in the right direction. "Change points", as she calls them, can come in early, mid and late career.

Ironically, the business school environment does offer just such an opportunity for "students" if not for deans - participants on open executive programmes frequently comment on the advantages of reflecting away from the daily office pressures and routines - but according to

Farwagi, companies need to take life balance issues and individual strategies more seriously. Better managerial performance, reduced stress levels and a stronger alliance between employer and employees will be the result.

Born in California, she has had the sort of career which has, as

she puts it, has given her "a big picture". A competitive ice skater in her teens - an art she still draws on in presentations - she has worked as travel editor and arts editor of Vogue (interviewing everyone from Mel Gibson to New Guinea tribesmen), run her own publishing company, written two books and trained for a year as an experimental psychologist. She has worked in 65 countries.

Her interest in human behaviour and motivation was fed by the Sloan programme experience when she noticed that a lot of her peers "didn't quite know where they were going".

People are often "trying to balance disparate rhythms", she adds. "When the input gets too much for us to digest we run out of energy, forget how to laugh and lose a sense of being connected to those around us."

Farwagi's other clients include the business woman Prue Leith, whose non-executive board priorities she helped reorganise.

Bain praises Farwagi as a facilitator not only for forcing him and his wife to take time out explicitly to consider the issues - and to think of them between sessions. He also believes it was valuable to engage in a dialogue with someone "who is disinterested, who has no axe to grind, who won't be judgmental".



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FINANCIAL TIMES COMPANIES & MARKETS

SHEERFRAME Specified Worldwide L.B. Plastics Limited

Friday March 8 1996

Adidas doubles to DM245m for year

Adidas, the German sports goods maker, reported annual results at the top end of expectations. It said net income had more than doubled to DM245m (\$166m) in 1995, from DM117m in the previous year.

Mr Rupert Murdoch telephoned senior executives of Bertelsmann and Canal Plus, the French pay-TV company, to apologise for the confusion over an announcement by BSkyB, his UK satellite company.

Hoogovens follows rise with warning Hoogovens, the Dutch steel and aluminium producer, reported a 43 per cent rise in 1995 net profits to F1 507m (\$67m), against F1 354m a year earlier.

Asturianna de Zinc shares take a dive The stock market career of Asturianna de Zinc, the Spanish miner and metal refiner, have always been volatile.

Hongkong Electric rises despite slowdown Hongkong Electric Holdings, which owns the monopoly supplier of electricity to Hong Kong island, reported an 8.8 per cent rise in net profit to HK\$4.19bn (US\$542m) for 1995.

Trizec plans overseas expansion Trizec, one of North America's biggest property developers, plans to expand overseas, combining its own expertise with contacts built up by other companies controlled by Mr Peter Munk.

Rowland vows to make a comeback Mr Tiny Rowland, the 75-year-old former chief executive of Lorient, vowed to "start out all over again" after raising \$21m (\$140m) from the sale of most of his shares in the international conglomerate.

Companies in this issue table with columns for company name, share price, and change.

Market Statistics table with columns for category and value.

Chief price changes yesterday table with columns for company name, price, and change.

Murdoch apologises for deal confusion

By Alice Rawsthorn in London, Judy Dempsey in Berlin, Andrew Jack in Paris, Neil Buckley and Raymond Snoddy in Brussels

ing half the shares from Bertelsmann and half from Canal Plus, both of which own 37.5 per cent stakes.

Both Bertelsmann and Canal Plus confirmed that they were pressing ahead with a venture with BSkyB to develop digital pay-TV services in Europe.

which had held its own talks with BSkyB about a pay-TV alliance. It had also previously considered investing in Premiere, but decided against it.

CLT yesterday publicly criticised BSkyB, for jeopardising its proposed alliance with BSkyB. Mr Michel Delloye, a CLT director, accused Havas of "betrayal" in Le Monde, the French newspaper.

Sweeping changes expected at Arjo Wiggins

By Patrick Harverson in London

Sweeping changes are expected by senior managers of Arjo Wiggins Appleton, the Anglo-French paper company, when a strategic review is completed this summer.

According to one top Arjo executive, it is more wide-ranging than expected and is likely to involve the sale of some of the company's main businesses.

Arjo's European carbonless paper business is regarded by analysts as the most likely candidate for an outright sale or a merger with another company.

The review is being conducted by Mr Daniel Melin, Arjo's new vice-chairman, who is also chairman and chief executive of Saint-Louis, the French paper and food group which owns 40 per cent of Arjo.

Arjo's European carbonless paper business is regarded by analysts as the most likely candidate for an outright sale or a merger with another company.

Whatever happens, the cards will go up in the air and come down differently from where they are now.

Mr Melin was appointed vice-chairman and head of a new executive committee in December after a profits warning had undermined shareholder confidence and revived doubts about Arjo's management.

The review aims to restore the group's profits growth and reverse the flagging share price. Mr Melin is under pressure from his own shareholders at Saint-Louis because a 30 per cent fall in Arjo shares since last summer has wiped more than \$250m off the value of the French group's stake.

Lukoil looks to western groups for potential collaborators

Russian group breaks free of state straitjacket

Lukoil, Russia's largest privatised oil concern, has achieved much since its creation five years ago. But it acknowledges it has hardly begun to realise its ambitions of becoming one of the world's most dynamic international energy companies.

Under the direction of Mr Vagit Alekperov, its energetic president, Lukoil has grabbed many of Russia's prime oil-producing assets and muscled its way into a 10 per cent share of an international consortium to exploit the vast oil resources under the Caspian Sea.

It has also raised its profile among international investors by selling 6 per cent of its equity to Atlantic Richfield, the US, by means of a convertible bond for \$30m (£164m) and issuing proxy share American Depository Receipts (ADRs) in New York.

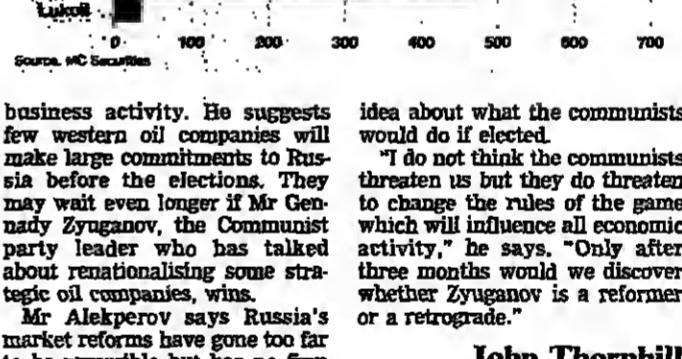
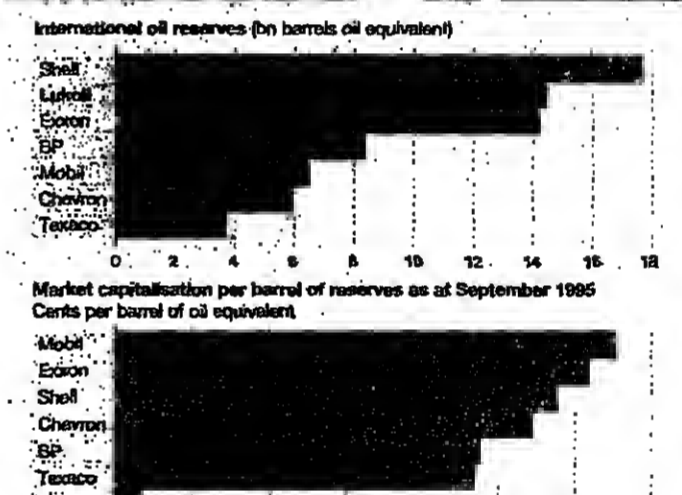
Lukoil has led the pack of big Russian companies trying to wrench free from the quagmire of the planned economy to create a more dynamic, market-driven enterprise. These are beginning to place shareholder profits above production figures.

In so doing, Lukoil has emerged as the most valuable company on Russia's ramshackle equity market, with a notional value of more than \$3bn, and is styling itself as the first corporation of the modern era. Its red and silver corporate logo is mushrooming on billboards and garages across the country and is even plastered on the plant pots in the company's lavish headquarters opposite the Sandunovskiy baths in central Moscow.

But in an interview, Mr Alekperov is reluctant to dwell on this burst of past activity. The quietly-spoken oilman has his gaze fixed on the future. After securing its assets, Lukoil is now looking to diversify into north Africa, Iraq, and other countries in the Commonwealth of Independent States, and expand into cash-generative downstream activities, such as petrol retailing.

Some of the rhetorical bravado of Lukoil's early years appears to have evaporated and there is a more sober realisation of what is left to accomplish. Mr Alekperov says Russian oil output is likely to bottom out this year at about 300m tonnes but will rebound only slowly thereafter given the industry's ageing infrastructure, unhelpful fiscal and business climate.

Searching for bigger fields



Source: IFC Securities

This co-operative spirit marks a seismic shift in the outlook of, at least, some of Russia's oilmen, who have been among the more nationalistic business leaders. But it perhaps reflects a growing realisation that Russian oil companies will not be able to generate sufficient cash flow or raise enough capital to make large investments by themselves in the immediate future.

The Russian parliament recently passed an amended version of a production-sharing agreement which, despite some imperfections, will give foreign investors greater confidence about the legal environment. It may lead to the realisation of some multi-billion dollar investments in the northern Timan-Pechora basin, western Siberia, and Sakhalin Island in the east.

Mr Alex Knaster, the head of the Moscow office of GS First Boston, the international investment bank which acts as financial adviser to Lukoil, says it makes sense for Russian companies to parlay domestic political influence for economic advantage. "One of Lukoil's great strengths is its ability to get things done in Russia and that ability is worth money," he says.

Lukoil is aiming to increase its own firepower by selling 15-20 per cent of its equity this year. Mr Alekperov believes Lukoil can expect to raise \$450m from the sale, which will be targeted at investors in the US, Europe and Russia - although this implies a substantial, and unexplained, rise in Lukoil's share price.

Mr Alekperov is concerned that the uncertain political climate in Russia, before the presidential elections in June, may paralyse business activity. He suggests few western oil companies will make large commitments to Russia before the elections. They may wait even longer if Mr Genady Zyuganov, the Communist party leader who has talked about renationalising some strategic oil companies, wins.

Mr Alekperov says Russia's market reforms have gone too far to be reversible but has no firm idea about what the communists would do if elected.

"I do not think the communists threaten us but they do threaten to change the rules of the game which will influence all economic activity," he says. "Only after three months would we discover whether Zyuganov is a reformer or a retrograde."

John Thornhill

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John Thornhill

Restructuring provision pushes Aérospatiale into red for year

By David Buchan in Paris

Aérospatiale, the French state-owned aerospace and defence group, yesterday reported improved operating profits in 1995, but said a FF1.5bn (\$296m) provision for restructuring costs pushed it FF961m into the red, double the 1994 loss of FF483m.

Mr Louis Gallois, president, claimed an underlying profits improvement of about FF1bn because the FF900m rise in operating profit had been achieved despite a fall in the US dollar that had cost the company FF576m.

has been asking the government to boost its capital by FF10bn. Dassault, which has yet to report its 1995 results, is said to have cash of about that amount, though much of it is advances on Mirage jet orders from Taiwan.

Under the government-brokered plan, Aérospatiale and Dassault are to set up a "pilot committee" to report by the end of June on ways of forming a joint company within two years. Mr Gallois said the timetable was "tight but tenable".

Mr Gallois stressed that Aérospatiale would pursue its plans to form joint ventures this year with Daimler-Benz Aerospace (Dasa) in satellites and missiles, and that only later might he respond to the interest of the private French Lagardere group in these areas of Aérospatiale's activities.

Aérospatiale's aircraft sales increased last year by 5.7 per cent to FF24.65bn, accounting for half of group turnover.

DMG launches country funds

By Maggie Urry in New York

Dentsche Morgan Grenfell, the investment banking division of Deutsche Bank, is launching a range of country-specific index funds which will trade on the New York Stock Exchange in the same way that individual stocks trade. The product, dubbed CountryBaskets, is intended to give investors a more efficient method of taking an exposure to one country's stock market.

They are likely to be emulated by others and Morgan Stanley plans to launch World Equity Benchmark Shares (WBS), which will trade on the American Stock Exchange. The CountryBaskets funds will be based on the Financial Times/Standard & Poor's country indices.

Initially, the DMG index funds will cover nine countries, with launches timed for the week beginning March 25. The bank expects to raise \$300m-\$700m but sees opportunities for growth. Further funds are planned and DMG aims to have the shares traded in European and Asian time zones.

The funds will be open-ended, with shares issued or redeemed on a daily basis, while the net asset value of the funds will be calculated every 30 seconds. The daily redemption or issuing feature will allow arbitrageurs to take advantage of any mispricing between the fund and the share price so any discrepancy between the two should be eliminated rapidly.

The funds will hold the underlying shares of the indices and will not use derivatives or leverage. This enables some institutional investors which are not permitted to use derivatives to gain an exposure to world markets. Investors will be able to sell the shares short, so that they can be used for hedging as well as investing.

Mr Joseph La Corte, chief executive of the index fund product, said he expected the shares to appeal to a broad range of investors, from individuals to all but the largest institutional investors. The management costs of the funds will average \$4 basis points of each fund's value per year, less any income the fund earns from lending the underlying stocks.

The nine stock markets to be covered are: Australia, France, Germany, Hong Kong, Italy, Japan, South Africa, the UK and US. These markets constitute 85 per cent of the world's market capitalisation.

ZINCOCELERE advertisement with financial details and logos for NatWest Ventures and CVC Capital Partners.

INTERNATIONAL COMPANIES AND FINANCE

EUROPEAN NEWS DIGEST

Casino ahead and plans overseas push

Casino, the French retail group, yesterday announced ambitious international expansion plans while reporting net income up 29 per cent at FF633m (\$125m). Mr Antoine Guichard, chairman, wants to expand in Europe, Asia and the Americas. He emphasised the cash-and-carry market in the US, and further developments in Taiwan and Poland. The remarks come as French retailers are under increasing government attack. Casino's turnover rose 2.6 per cent to FF61.1bn, or 3.6 per cent excluding currency effects, and operating profits were up 7.7 per cent at FF1.5bn.

Andrew Jack, Paris

Ahold targets Asia

Ahold, the Dutch food retailer with six supermarket chains in the US and growing businesses in southern and eastern Europe, said it planned to generate 10 per cent of annual sales in the Asia-Pacific region within 10 years. The company announced it had signed a joint venture agreement with the Kuok Group, an Asian multinational involved in shipping, finance and leisure businesses, to develop a chain of supermarkets in Malaysia and Singapore. The group posted an 11.5 per cent rise in group net profits to F1456.6m (\$276.5m). The results were aided by a strong fourth quarter, when net profits rose 16.4 per cent.

Ronald van de Krol, Zaandam

Copenhagen Airport profits up

Copenhagen Airport increased pre-tax earnings by 26 per cent, from DKr277m to DKr376m (\$69m) last year, while turnover increased 17 per cent from DKr1.02bn to DKr1.20bn. The board of the state-controlled, part-privatised airport company proposed an increase in the dividend from DKr6 to DKr7 per share. The state holds 75 per cent of the shares in the airport but the government has indicated it will reduce its holding this spring by a further privatisation issue. Turnover from traffic operations increased 6 per cent to DKr662m. Turnover from tax-free sales and other business increased from DKr114m to DKr136m.

Hilary Barnes, Copenhagen

Capital gains boost Codan

Codan, the Danish insurance group controlled by the UK's Sun Alliance, reported an increase in group net profits from DKr2m to DKr561m (\$98.4m) last year, while pre-tax profits increased from DKr5m to DKr741m. The results were strongly influenced by capital gains on the securities portfolios of the Danish accident and life assurance operations. Premium income slipped for the second year, from DKr3.76bn to DKr3.58bn.

Hilary Barnes

Scor doubles and sees recovery

Scor, the French reinsurance group, yesterday indicated signs of recovery in the sector and reported net income of FF622m (\$104m) for 1995, up from FF282m in the previous year. Mr Jacques Blondeau, chairman, said reinsurance in most markets was showing positive growth. Turnover rose 6.6 per cent - at constant exchange rates - to FF11.85bn.

Andrew Jack

Fokker, the ailing Dutch aircraft maker, said a decision about its future would be taken next week. Ronald van de Krol

Correction

The table of pharmaceuticals company market shares that appeared in yesterday's Financial Times was supplied by IMS International.

Chargeurs to sell Walon car distribution business

By Andrew Jack in Paris

Chargeurs, the French media and textiles group which last month announced its intention to split into two quoted groups, yesterday said it intended to sell its Walon car distribution business.

It said the decision reflected the logic of its move to focus on its core areas of operation, each of which would be held through a separate company.

Walon, which claims to be the European market leader, provides overland transportation and distribution of cars from manufacturing plants or ports to dealers. In the 1995 results, published yesterday, Walon reported a net loss of FF90m (\$17.8m), against a deficit of FF78m in 1994.

Under the deal announced last month, Chargeurs international will hold the textile interests. Mr Jérôme Seydoux,

the current chairman, will take charge of Pathé, which will hold its media interests including a 17 per cent stake in BSKyB, the satellite TV group.

The move by Chargeurs was heralded as the first significant move towards demerger by a French group, after similar initiatives in the Anglo-Saxon world, including AT&T, ICI and Hanson.

A number of other French companies have considered the idea, but have been held back by tax considerations. However, Chargeurs managed to seek pioneering approval by the authorities before its decision.

The deal is subject to shareholder approval in June, and will be preceded in April by a detailed document on the financial aspects of the two groups, as required by French stock market regulations. Chargeurs yesterday also

provided fuller details of its 1995 financial results, including a net loss for the group of FF7574m, compared with a profit in 1994 of FF944m, on turnover up from FF81.1bn to FF79.9bn. The dividend is unchanged at FF14 a share.

The losses came after a FF140m charge against its investments in Liberation, the daily left-wing French newspaper, in which it is becoming majority shareholder in an attempt to prevent closure.

There were also exceptional charges of FF342m against its purchase of Pathé Cinema, and FF652m in provisions to restructure its textile arm.

Its communication division reported losses up from FF3m to FF492m for 1995, despite turnover of FF1.1bn against FF651m. Textiles lost FF23m, compared with a profit of FF298m, on sales up from FF7.1bn to FF8.3bn.



Jérôme Seydoux will take charge of Pathé, the media arm

Adidas doubles to DM245m for year

By Wolfgang Münchau in Frankfurt

Adidas, the German sports goods maker, reported annual results at the top end of expectations. It said net income had more than doubled to DM245m (\$168m) in 1995, from DM117m in the previous year. Sales rose 9.5 per cent to DM5.5bn.

The results coincided with announcement of the resignation "by mutual agreement" of Mr Pierre Galbois, the finance director.

The resignation of Mr Galbois, who has been credited with reforming the company's outmoded accountancy procedures, will take effect at the end of April. His successor will be Mr Dean Hawkins, a senior executive at Union Bank of Switzerland.

Sogedim, the investment group led by Mr Robert Louis-Dreyfus, chairman of Adidas, has reduced its stake from more than 55 per cent before last year's flotation to about 25 per cent. The remaining shares are spread among national and international investors. Mr Louis-Dreyfus confirmed yesterday that he would "stay until the [soccer] world cup of 1998 in Paris".

In Europe, sales rose 11.2 per cent to DM2.3bn, with strong gains in Germany, France and the UK. North American sales were static because of the strong D-Mark. Expressed in US dollars, they rose 13.7 per cent. The dividend goes up 18.5 per cent to 25 pfennigs a share.

Avesta Sheffield surge is below expectations

By Hugh Carnegie in Stockholm

Avesta Sheffield, the Anglo-Swedish specialist steelmaker, yesterday reported its strongest full-year profit performance since it was formed in 1992 - despite a sharp drop in prices in the fourth quarter of last year.

Pre-tax profits for 1995 jumped almost three-fold, from SKr1.58bn in 1994 to SKr4.3bn (\$630m), comfortably the best return achieved since the group was created by the

merger of Sweden's Avesta with the stainless steel operations of British Steel. Group sales rose from SKr16.5bn to SKr22.5bn.

But the steady rise in profits the group enjoyed from early 1994 until the middle of last year was reversed in the latter half of 1995. It emerged that much of the strong demand experienced earlier in the year for the cold rolled flat stainless steel products had gone to build up inventories. This was followed by falling demand for new supplies.

Fourth-quarter profits of SKr552m were ahead of the SKr707m reached in the same period of 1994, but were down from the SKr1.1bn of the third quarter. The fall left the full-year figure slightly below market expectations, although the share price ended unchanged yesterday in Stockholm at SKr450.

Avesta Sheffield, in which British Steel holds a 51 per cent stake, said a 19 per cent rise in cold rolled deliveries in the first nine months in Europe was "followed in the

fourth quarter by a sharp stock draw which is continuing at the start of 1996".

"As a consequence, order books which were strong in the summer are now very short. The market price for standard cold rolled products fell 7.5 per cent in the final quarter of 1995 and has since fallen a further 25 per cent. The trend was not reversed by production pauses." Profits would suffer as long as inventories were being drawn down. It was not clear how long this would last. But it stressed that it

believed underlying demand for stainless steel was growing. Although the European pattern of inventory build-up had been followed in Asia, stock adjustments in the US had been much less severe and appeared close to balance.

In other product areas, Avesta said there had also been a weakening in orders and prices near the end of last year for hot rolled coil, long products and tubes. But demand for quarto plate and special stainless steel grades was firm.

Krupp Hoesch reports signs of stainless steel price rise

By Michael Lindemann in Bonn

Krupp Hoesch, the world's leading producer of stainless steel, yesterday said stainless steel prices showed the "first tentative signs of an upward trend" in February, but analysts warned there was no indication that the rises would spill over into the broader steel market, regarded as a barometer of economic health.

News of improved prices at Krupp Hoesch emerged on the same day as Avesta Sheffield, the Anglo-Swedish

stainless steel producer, said it also saw a turnaround in prices and four US producers said they would raise prices by 5 per cent in May.

However, analysts remained wary about the possible implications of a rise in stainless steel prices, pointing out that the increases may mark a welcome respite for producers, which have seen basic prices for stainless steel collapse from about DM3,700 (\$2,503) a tonne early last year to as low as DM2,800 last month.

"I think the market is turning, but

it's turning from a low base," said Mr Alan Coats, a steel analyst at Merrill Lynch in London. "At DM2,800 everybody is losing money."

Steel prices are being watched carefully for any sign of upward movements which may hint at a pick-up in European economies generally, after growth came to a sudden standstill in the fourth quarter of last year.

Germany's biggest steel producers, which include Thyssen and Preussag, as well as Krupp Hoesch, put part of their workforces on short-time work-

ing in November and have not yet indicated any return to normal hours.

While the market for lower grade steels is generally driven by the automotive and construction sectors, stainless steel prices are also affected by other smaller markets such as hospital and kitchen equipment.

Krupp Hoesch has about 18 per cent of the world stainless steel market, ahead of Usimor Saciol, the recently privatised French steel producer. However, analysts said these larger producers still faced pressure in

Europe from smaller steelmakers, such as the Spanish Acerinox group and the Finnish steelmaker Outokumpu, operating with more modern and efficient plants.

Hopes for an early pick-up in the German economy suffered a further setback when the ZVEI umbrella group representing Germany's electronics industry said it expected production this year to be only about 1.5 per cent higher than last year. The industry said it expected to lose about another 30,000 jobs this year.

Zeneca: the year's progress

1995 Key Achievements

- Record Pharmaceuticals sales of over £2 billion.
- 3 new anti-cancer products commercialised.
- Product acquisition programme strengthens medium and longer term prospects.
- Completed partnership with Salick Health Care, the leading US multi-site provider of comprehensive cancer diagnostic and treatment services.
- Strong Agrochemicals performance aided by new products and broad geographic presence.
- New fungicide 'Amistar' on track for 1997 launch.
- New joint venture negotiated with Suiker Unie will create a leading international seeds business.
- Rigorous Specialties portfolio management to enable the business to compete more effectively on a global scale.
- 'Quorn' sales doubled.

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For further information holders of Bonds should contact the Transactions Management Department at Merrill Lynch International Limited, as manager of the above transaction, Tel No. 44-171-573-1248 by 5:00 p.m. (London time) on 24 June 1996.

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Abbey National Treasury Services plc

US\$1,000,000,000
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Notice is hereby given that the Notes will bear interest at 5.2047% per annum from 3 March 1996 to 10 June 1996. Interest payable on 10 June 1996 will amount to US\$13.66 per US\$1,000 note and US\$136.57 per US\$100,000 note and US\$1,365.73 per US\$100,000 note.

Agent: Morgan Guaranty Trust Company
JPMorgan

ANZ
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(Incorporated with limited liability in New Zealand)

U.S. \$125,000,000
Subordinated Floating Rate Notes due 2005
guaranteed on a subordinated basis by
Australia and New Zealand Banking Group Limited
(Incorporated with limited liability in the State of Victoria, Australia)

NOTICE IS HEREBY GIVEN that for the Interest Period 6th March, 1996 to 10th June, 1996 the Notes will carry a Rate of Interest of 5.74297 per cent per annum with an Amount of Interest of U.S.\$149.96 per U.S. \$100,000 Note and U.S.\$1,499.55 per U.S.\$100,000 Note. The relevant Interest Payment Date will be 10th June, 1996.

FIRST CHICAGO
The First National Bank of Chicago, London
Agent Bank

ARACRUZ CELULOSE S.A.
U.S. \$80,000,000
9% Bonds Due 1998

Notice is hereby given that Aracruz Celulose S.A. has elected to exercise its option to redeem the Bonds on 22 July 1996 at 100% of their principal amount in accordance with Condition 6(c) of the Terms and Conditions of the Bonds and payment in full of principal and interest shall be made on that date.

The Agent Bank: Chase Manhattan Bank Luxembourg S.A.

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Hanwha Chemical Corporation
(Incorporated in the Republic of Korea with limited liability)

Notice to the Holders of the outstanding
U.S. \$56,000,000
3% per cent. Convertible Bonds due 2006
(the "Bonds")

Hanwha Chemical Corporation
(the "Company")

NOTICE IS HEREBY GIVEN to the holders of the Bonds that the Rights Issue (7,000,000 common shares) was authorised by the resolutions of the Board of Directors of the Company dated on 20th September, 1995 and 1st December, 1995.

The record date for the Rights issue was 31st December, 1995. Pursuant to the provisions of the Trust Deed constituting the Bonds, the Conversion Price of the Bonds has been adjusted as a result of the Rights Issue from Won 12,696 to Won 12,244 effective from 1st January, 1996 (the day after the record date for the Rights issue).

9th March, 1996
Hanwha Chemical Corporation

U.S. \$125,000,000
GREAT LAKES FEDERAL SAVINGS

Collateralized Floating Rate Notes
Series A due December 1997

In accordance with the provisions of the Notes, notice is hereby given that for the three months interest period from March 6, 1996 to June 10, 1996 the Notes will carry an Interest Rate of 5.6875% per annum. The interest payable on the relevant payment date, June 10, 1996 will be U.S. \$1,485.07 per U.S. \$100,000 principal amount of Notes.

By: The Chase Manhattan Bank, N.A.
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March 8, 1996

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INTERNATIONAL COMPANIES AND FINANCE

Hoogovens ahead 43% but warns of slowdown

By Ronald van de Krol in IJmuiden

Hoogovens, the Dutch steel and aluminium producer, reported a strong increase in 1995 results, but warned of a probable slowdown in earnings growth in the first half of 1996 because of generally weaker economic conditions in Europe in particular.

Net profits soared from Fl 357m to Fl 570m (€307m), an increase of 43 per cent, with the steel sector posting record results and aluminium swinging comfortably into the black from losses in 1994. The dividend is to be raised from Fl 2 to Fl 3 per share.

Turnover was up 2 per cent at Fl 8.1bn, but would have shown a 7 per cent increase had it not been for disposals. Profits were also held back by

the guilder's strength. The company calculated that the net negative effect of currency movements amounted to Fl 185m.

Hoogovens' figures were in line with analysts' predictions but its comments on early 1996 led to a drop in its share price in Amsterdam. The shares closed down Fl 2.10 at Fl 62.90.

Mr Maarten van Veen, management board chairman, said net profits before any extraordinary items would be "clearly lower" in the 1996 first half compared with the second half of 1995, which itself was weaker than the first six months of last year.

He attributed the slowdown since mid-1995 to weaker economies in Europe but also in the US. "So far we see few concrete signs of an upturn in the economy," he said.

Selling prices had weakened since the middle of last year, hurting margins, but Mr van Veen noted that prices appeared to have stabilised.

"Demand for the company's products for the automobile industry and aircraft construction, as well as for packaging, is holding up well," he said.

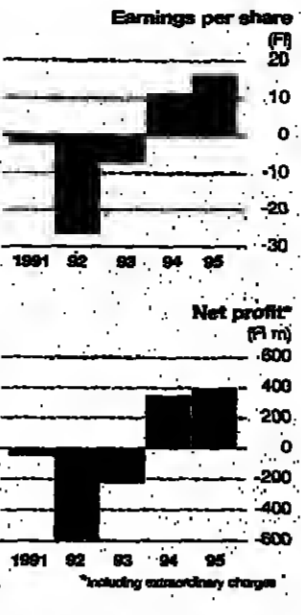
Mr van Veen also said that Hoogovens, after a period of cost-cutting, belt-tightening and reorganisation, was preparing to step up investment and boost its presence in Asia.

"This will not involve a sell-and-ship approach to these markets but will entail following our customers and developing new industrial activities in those countries, in most cases in collaboration with local partners," he said.

Operating profits in steel and

COMPANY PROFILE: Hoogovens

Market capitalisation	Fl 2.1bn
Main listing	Amsterdam
Historic P/E	5.79
Gross yield	3.08%
Earnings per share (1995 estimate)	Fl 16.82
Current share price	Fl 65
Share price relative to the Amsterdam AEX index	100



steel-related sectors surged from Fl 456m to a record Fl 720m in 1995. Aluminium

operating results swung from a loss of Fl 35m in 1994 to a profit of Fl 140m.

Poland may have to drop bank consolidation plan

By Christopher Bobinski in Warsaw

The Polish government could be forced to abandon a controversial plan to hand treasury-owned stock in listed private banks to state-sector institutions as part of a bank consolidation programme, a senior financial official has admitted.

The admission comes after a parliamentary subcommittee working on enabling legislation for the programme decided this week to exclude all but banks which are 100 per cent treasury-owned from the scheme.

This has been greeted with relief by the Krakow-based Bank Przemyslow Handlowy (BPH), which was privatised a year ago. The state treasury retained a 46 per cent stake, which the government said last December would be handed to the state-owned Bank Handlowy as part of the consolidation plan.

The plan envisaged the formation of two strong banking groups, headed by the Bank Handlowy and the PKO SA. These two were to take over several smaller state sector banks and minority stakes in the Polish Development Bank (PBR) and the BPH.

The BPH's shareholders include ING of the Netherlands and the European Bank for Reconstruction and Development. Both made little secret that they were unhappy at the proposal.

This week's decision, which is expected to be approved by parliament as whole, immediately accelerated the upward movement of BPH's stock on the Warsaw Stock Exchange. It also means that the treasury-owned stake could be offered to an outside strategic investor. "We have had an offer," a senior finance official said yesterday, though he declined to disclose details.

The price of BPH stock yesterday reached 124.5 zlotys, rising by 9.7 per cent, or near to the bourse's 10 per cent daily limit for a second day running. The price represented a 62-week high and came as trading in BPH stock accounted for almost 20 per cent of the stock market's turnover.

The BPH price began to edge upwards at the end of last week in anticipation of the parliamentary decision and has risen by 23 per cent since last Monday.

The upward movement, which yesterday left the BPH on a price/earnings ratio of 5.1, reflects a conviction among foreign analysts that the Krakow bank is in similar shape to its nearest rival, Bank Slaski. This is currently trading on a multiple of 7.4.

However, uncertainty about the BPH's future had, until this week, held the bank's stock down in a market which has risen 54 per cent since the beginning of the year.

Media triptych catches critics unawares

Andrew Jack on this week's link-up between Bertelsmann, Murdoch and Canal Plus

Chain-smoking cigars and pacing up and down excitedly in front of the bank of television screens in his modernistic Paris office yesterday morning, Mr Pierre Lescure, chairman of Canal Plus, looked delighted after the announcement of his company's involvement in one of the most significant European media deals.

By this autumn, the consortium of Canal Plus, Bertelsmann of Germany, Mr Rupert Murdoch's BSKyB and another French group, Havas, plans to launch a subscriber satellite television service for Europe's largest potential market, Germany. It is almost certain to expand into other countries in the coming years.

The intense negotiations of the last few weeks were not easy. "It was not a club of poets, as we say in French," says Mr Lescure, instead describing the three principal investors "a good triptych".

He is proud of the fact that so few people were aware of the deal in advance, with the announcement apparently catching unawares sensitive, protectionist, French politi-

cians, and media group Compagnie Luxembourgeoise de Télédiffusion, a board member of which yesterday described the deal as "a clear betrayal".

The news was unexpected, in part because CLT and Mr Murdoch had only last month agreed a protocol to work together. That decision triggered an uproar in France. Rival broadcasters and media organisations, film producers and even Mr Philippe Douste-Blazy, the culture minister, attacked what they saw as the threat to the European market.

Mr Lescure himself took a more moderate line, refusing to indulge in criticism of Mr Murdoch in the press, and instead praising the US-based Australian entrepreneur for his intelligence and business savvy.

He says that last year Mr Murdoch had decided not to encroach on the French market, after realising that Canal Plus had the rights for football and other sporting events tied up until the year 2000, and offered, instead, to sell rights to the French broadcaster.

Mr Murdoch's interest - like that of rival broadcasters, including Mr Lescure - was

apparently much more focused on Germany, which Mr Michel Thoulouze, managing director of Canal Plus, says will represent half of the European market by 2010.

Mr Murdoch, therefore, entered discussions with Bertelsmann on its home territory, Canal Plus was a logical partner, given that it had already developed a workable encryption technology which will be at the core of its own French satellite service to be launched at the end of next month.

In Germany, the same technology is to be used on the new satellite service, through MMBG, the digital decoder consortium in which Canal Plus holds an 8.8 per cent stake.

The urgency of developing an operation was driven home on Monday, when Mr Leo Kirch, the German media operator who holds a 25 per cent stake in the country's Première pay TV service, formally ruled out taking up his 9 per cent option in MMBG. He plans to use a rival encryption technique. Mr Thoulouze, in turn,

does not rule out launching a rival service before the end of this year.

A deal with BSKyB was attractive for Canal Plus and Bertelsmann as a way of staying off a third satellite operation in Germany or elsewhere in Europe by Mr Murdoch in conjunction with CLT - an alliance which now seems to be in tatters.

This week's deal was also attractive for Mr Murdoch because of the prospects of buying a quarter stake in Première from Bertelsmann and Canal Plus, which currently hold 37.5 per cent each. It seems clear that this is still the intention in the medium term, although Mr Leo Kirch appears to want to block the arrangement.

Under the original deal thrashed out between the three partners in the last few weeks, each would have held a one-third stake in the joint venture. But Havas, the French media group, also wanted a piece of the action after being informed of the alliance last week. It has long-standing links with Bertelsmann, and is also a shareholder in Canal

Plus. Its difficulty is that it also has an investment, CLT, forcing it to choose between two rival alliances.

The final version of the agreement, which runs to just five pages, gives Havas what Mr Thoulouze describes as an "arbitrator's role", with a 10 per cent stake and its voting rights held by Canal Plus. The rest of the shares are equally divided between Bertelsmann, Canal Plus and Murdoch.

There is also no blocking veto - something partly reflecting the three partners' frustration with Mr Kirch's use of his abstention powers in Première in the past.

Mr Marc André Feffer, vice-president of Canal Plus, says the new satellite service is likely to offer at least 30 channels, to compete with the 28 currently available on German cable television. He estimates costs for the consortium - excluding the technology - over the next five years at DM500m (\$339m); after that it should be profitable. By 2005, he predicts the service will have between 5m and 8m customers.

Asturiana shares tumble

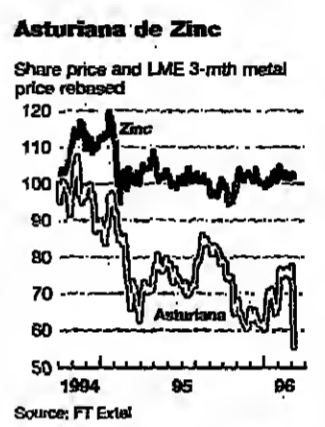
By William Cochran

The stock market career of Asturiana de Zinc, the Spanish zinc producer, has always been volatile. It proved so again this week after the company revealed it might have to provide Pta11.95bn (\$96m) for losses on a large position in zinc futures.

Asturiana's shares dropped on Monday by the maximum permitted under bourse rules, ending at Pta1,065, down Pta185, or 14.9 per cent. On Tuesday they lost another Pta154, or 14.6 per cent, to Pta901.

While the group may post a potential loss of Pta12bn, the company's equity market capitalisation had plunged by Pta12.5bn, or 27 per cent, to Pta35bn in just two days. The provision represented 42 per cent of end-1995 shareholders' equity.

This was only the latest trial for shareholders. They began to suffer soon after Corporacion Banesto, the Spanish industrial holding offshoot of the troubled Banco Espanol de Credito, sold 23 per cent of



Shareholders hoped the zinc price would recover. It did not. Asturiana's share price stayed extremely volatile through 1995 as these hopes waxed and waned. Incredibly, the stock mounted a new, ill-fated offensive in January and February of this year after it was dropped from the Ihex list of the 35 top Spanish stocks on January 2.

Banesto held on to 43 per cent of the Asturiana equity. With outside shareholders, it might be relieved that the company - which chose Palm Springs, California, as a venue to announce its withdrawal from zinc options trading on February 25 - confirmed on Wednesday evening it had sold the offending zinc futures position to Glencore last December.

Ironically, there is hope for zinc. Overnight on Wednesday in New York, Pasminco, the world's biggest zinc producer, said that Asturiana's position might have been acting as a lid on price increases - explaining why the commodity price had not moved, in spite of a significant fall in LME stocks.

INDUSTRIVÄRDEN

Continued Earnings Improvement

Market Value and Hidden Reserves in the Portfolio of Listed Stocks

Year	1992	1993	1994	1995	1996
Hidden Reserves (SEK M)	6,000	10,000	10,000	14,000	14,000
Book value (SEK M)	6,000	10,000	10,000	14,000	14,000

- Consolidated earnings after financial items amounted to SEK 1,765 M (1,517).
- Earnings, after financial items, but before gains on sales of stocks and nonrecurring items, totaled SEK 484 M (1994: SEK 775 M, including SEK 382 M from PLM), which is in line with the forecast.
- The value of the portfolio of listed stocks on December 31, 1995, was SEK 13,775 M (9,487), of which SEK 1,839 M pertained to PLM. Adjusted for purchases, sales and PLM, the value of the portfolio increased by 20 per cent (-7) compared with the beginning of the year. The General Index rose by 18 percent (5).
- The value of the portfolio of listed stocks on March 4, 1996, was SEK 14,675 M. Adjusted for purchases and sales, the increase compared with year-end 1995 was 6 percent, compared with 10 percent for the General Index.
- Net worth at year-end was calculated at SEK 333 (314) per share and CPN. Net worth on March 4, 1996, was calculated at SEK 348 per share and CPN.
- The Board of Directors proposes that the dividend be increased by SEK 1 to SEK 11 per share. The interest per CPN would thus amount to SEK 12.65. In addition, as an extra dividend for 1995, one subscription right for stock in PLM was issued for each share or CPN held. The average value of one subscription right was SEK 11.90 in connection with PLM's stockmarket introduction.

AB INDUSTRIVÄRDEN (PUBL.)

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Zeneca: the year's performance

1995 Financial Highlights

	1994	1995	Change
Sales	£4,480m	£4,898m	+9%
Research and Development	£518m	£549m	+6%
Profit before Exceptional Items	£763m	£878m	+15%
Pre-tax Profit	£659m	£619m	-6%
Earnings per Ordinary Share*	55.2p	62.0p	+12%
Dividend per Ordinary Share	28.5p	31.0p	+9%
Return on Sales*	17.8%	18.3%	
Gearing	0.3%	0.5%	

*Before Exceptional Items

David Barnes, Chief Executive of Zeneca, said:

"1995 was another year of strong growth for Zeneca with results at the top end of market expectations. With the new products in Pharmaceuticals and Agrochemicals, and the clear strategic decisions we have taken in respect of Seeds and Specialties, Zeneca has a strong platform for ongoing growth in 1996 and beyond."

ZENECA

BRINGING IDEAS TO LIFE

The 1995 Annual Report will be mailed to shareholders on 25 March. Non-shareholders may obtain copies by writing to The Secretary, Zeneca Group PLC, 15 Stanhope Gate, London W1Y 6LN.

SANDOZ AND CIBA JOIN FORCES

■ EMPLOYMENT - By Frances Williams in Geneva

Basle braces itself for big job cuts

News of the merger between the two Basle chemical giants came as a bolt from the blue for the city's people. Yesterday, they were doing their best to come to terms with the potential loss of thousands of jobs.

merger and redundancies as unstoppable. Mr Feldges said it was difficult to predict the long-term consequences of the latest merger, though in the short term there would be costs. He drew a parallel with the successful merger of Ciba and Geigy in 1970, which had at the time prompted similar fears.

industry and building trade union, which represents blue-collar workers at the companies, said yesterday he feared a large number of job losses because of the synergies between the two groups in the region.

■ SPECIALITY SPIN-OFF - By Jenny Luesby

Tough logic of 'Clariant Mk2'

Ciba's speciality chemicals business, which Novartis plans to spin-off, is so similar to the chemicals company Clariant, divested by Sandoz last year, that analysts yesterday dubbed it "Clariant Mark 2".

all of which are in difficulties. It also makes whiteners and brighteners for detergents, a fiercely competitive market. But yesterday's figures suggest that some of the stronger businesses in the division, such as additives, pigments and polymers, are also suffering from the European slowdown.

■ ROLE OF THE BANKS - By Nicholas Denton

US groups pull off European coup

J.P. Morgan and Morgan Stanley - advisers to Ciba and Sandoz, respectively, on their merger - have carried the battle for dominance of global investment banking right to the gates of the European house.

conscious that relying on US investment banks is a revolutionary step, says one banker associated with the deal. Involvement in the merger is particularly significant for J.P. Morgan at a time when it is mounting a push in Europe and challenging Goldman Sachs, Morgan Stanley and Merrill Lynch for dominance in global investment banking.



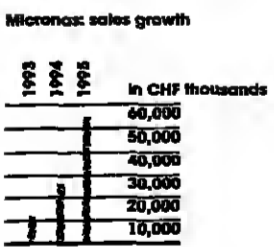
J.P. Morgan's men (left to right): Klaus Diederichs, co-head of M&A Europe, Terry Eccles, head of the financial institutions group, and Rod Peacock, co-head of M&A Europe

three years behind reality rather than 18 months," says one. Competitors still question that reality. Mr Jacques Aigrain, head of J.P. Morgan's pharmaceuticals practice in Europe, and Mr Eccles, command widespread respect.

Going public in spring 1996

Forging ahead in fast-growing markets

The semiconductor market is forecast to double or even triple in size to about USD 300 billion over the next five years. Micronas is active exclusively in mixed signal ICs; in 1994 this segment accounted for 17% of the semiconductor sector and is growing even faster than the market - at 20% p.a. in the past five years.



The Micronas Group: Founded in Winterthur in 1989. In 1995, it generated net profits of CHF 2.7 million (up 56%) on sales of CHF 54 million (up 102%) with 400 employees at four sites in Finland, Switzerland, Scotland and Germany.

You'll find further information on the Micronas Group in our 1995 Annual Report. You can receive a copy by calling +41 1 283 70 74. Bank J. Vontobel & Co. AG or from:

Micronas Semiconductor Holding AG World Trade Center Leutcherbühlstrasse 95, CH-8030 Zurich



■ HOW THE COMPANIES GEL - By Motoko Rich

Meeting of two equals creates a tax-free fit

The elegance of the Novartis merger is in its simplicity: it has global implications without the cross-border complications. The main benefit of a merger between two companies based in the same country is that the deal between them is tax free.

on these values, Ciba would represent 43 per cent of the combined market value, while Sandoz would represent 57 per cent. According to advisers to both companies, however, Ciba shareholders will hold a slightly higher proportion of the combined company because it is believed Ciba is under-rated due to its speciality chemical holdings.

The new group expects to make annual savings of about SF1.8bn after three years. Half of those savings will be realised within 18 months. "The savings will be cumulative," said Mr Raymond Brey, who will be chief financial officer of Novartis.

■ RESULTS

Strong profits growth reported

Sandoz and Ciba yesterday unveiled double-digit profits growth last year, despite declining sales caused by the strength of the Swiss franc, writes Jenny Luesby. At Ciba, pre-tax profits rose by 13 per cent to SF2.91bn (\$2.42bn) from SF2.57bn the previous year, on sales down 6 per cent to SF20.7bn.

■ HOW THE COMPANIES GEL - By Motoko Rich

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This is not the last time we'll be surprising you.

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Pharmacia
& Upjohn

RESULTS

Strong
profits
growth
reported

INTERNATIONAL COMPANIES AND FINANCE

ASIA-PACIFIC NEWS DIGEST

Forex gains boost Korean Air Lines

Korean Air Lines, the South Korean carrier, reported a 187 per cent jump in net profits to Won106.5bn (\$136m) for 1995, mainly because of foreign exchange gains of Won89.5bn. Sales rose 11 per cent to Won3,280bn. Earnings were also helped by an sharp increase in overseas travel by Koreans, with the operating profit rising 7 per cent to Won291.6bn.

The results, which were better than expected, make Korean Air one of the most profitable airlines in the world. However, some analysts warned that future profitability for the carrier largely depended on currency movements. Although overseas travel by Koreans is expected to continue increasing because of the buoyant economy, Korean Air faces cost pressures with its plans to spend Won1,000bn by 2005 to modernise its fleet by purchasing 150 new aircraft.

John Burton, Seoul

McDonald's surges in Japan

The changing tastes of Japanese youth and a sustained campaign of price-cutting helped McDonald's Co (Japan) to another year of record profits in 1995. Recurring profits, before extraordinary items and tax, rose 33.9 per cent to ¥19.8bn (\$178m), on sales 17.4 per cent higher at ¥263.4bn, to give the third successive year of record sales and profits.

Twenty-five years after the first McDonald's was opened in Japan, the proliferation of outlets has hardly proved sufficient to keep pace with demand, and despite sluggish economic conditions and depressed consumer spending in the past few years, the company has forged ahead.

Gerard Baker, Tokyo

Housing downturn hits Boral

Boral, the Australian energy and building materials group, yesterday announced a 10.5 per cent fall in first-half profits to A\$189.7m (US\$129.2m) after tax. Sales in the six months to end-December fell 5.2 per cent to A\$2.42bn. The result included an abnormal surplus of A\$91.2m and a sharply reduced tax charge of A\$36.6m, against A\$94.2m. Before tax and abnormal, Boral showed a much larger 38 per cent fall in profits, from A\$288.1m to A\$178.5m.

The company blamed the poor figures on the "severity and intensity of the housing downturn in Australia and Europe". It said the December 1994 half-year had been the peak of the building cycle, making the comparisons particularly adverse. However, it noted that its recently expanded energy group, plus the benefits of acquisitions and rationalisation in the US-based operations had partially offset the "harsh domestic building and construction industry climate". The interim dividend is held at 10.5 cents a share.

Nikki Tait, Sydney

Mixed performance at Amcor

Amcor, the Australian paper and packaging group, yesterday posted a 9 per cent improvement in profits after tax to A\$213.5m (US\$162.7m) in the half-year to end-December. Group sales rose from A\$3.16bn to A\$3.25bn, with fully-diluted earnings per share rising to 34 cents, compared with 32.1 cents a year ago.

Amcor said its various business units had achieved mixed results. The paper operations had generally fared well, and pre-tax profits rose from A\$153.5m to A\$173.2m. But the packaging side performed below expectations, with the Australian business encountering slowing demand, a competitive market and rapidly-rising raw material costs. Pre-tax profits from this division stood at A\$192.6m, compared with A\$186.4m last time.

Amcor said the slowdown in profits growth had continued into the first few months of 1996, and added that it did not foresee demand improving in the immediate future. It warned that "in view of the decline in prices in many of the key fibre-based segments of the business and overall pressure on volumes", it would be difficult to keep profits in January to June 1996 at the level of those in the same period last year. Its shares slipped 16 cents to A\$9.19 on the news.

Nikki Tait

New Japanese equities fund

A new investment trust concentrating on Japanese equities will focus on the country's service and leisure industries, which should grow as Japan's traditional manufacturing industries decline.

Mr Ed Merner, a leading figure among foreign fund managers in the Japanese stock market, said yesterday that he expected manufacturing to gradually fall from 27 per cent of Japan's GDP to a level more in line with the US and Germany, of between 17 and 21 per cent. He will run the fund for Atlantis Investment Management, a London-based investment boutique which he joined last month.

Antonia Sharpe

Hongkong Electric rises despite slowing demand

By Louise Lucas in Hong Kong

Hongkong Electric Holdings, which owns the monopoly supplier of electricity to Hong Kong Island, yesterday reported an 8.8 per cent rise in net profit from HK\$3.85bn to HK\$4.19bn (US\$542m) in the year to end-December 1995, in line with market forecasts.

However, the trend of decelerating growth in sales - already witnessed by China Light and Power, which supplies the more densely populated and factory-studded Kowloon peninsula

and New Territories - sparked some concerns.

Electricity unit sales at Hongkong Electric grew just 1.5 per cent - a figure which, as SBC Warburg points out, is much lower than the company's long-term forecast of 5 to 7 per cent growth a year from 1994 to 1998. The company itself attributed the modest growth to a "cool and wet summer", adding that the slowing economy also took its toll.

Maximum demand was likewise depressed, registering a marginal year-on-year drop of 0.7 per cent from

2,021 MW for 1994 to 2,006 MW last year.

Mr George Magnus, chairman, said the weather effect was a temporary one and that the rash of new buildings coming on stream in the colony's expanding business districts would ensure the long-term growth projections were met.

Failure to meet the projections, which are submitted to government, could impact on capital expenditure plans from 1999 onwards. Slowing demand has already prompted CLP to delay a number of its projects.

But yesterday's results statement said further substantial generating capacity would be needed in the next century, and that the company had handed the government its capacity expansion plans and proposals for a number of site options. Once government approval is secured, the first generating unit would be commissioned in 2003. The project will require "very substantial ongoing investment", said Mr Magnus.

Mr Andrew Hall, head of research at Kleinwort Benson in Hong Kong, conceded that growth rates in the

maturing Hong Kong economy were not as great as they had been, but believed they were still attractive.

Hongkong Electric's profit this year was helped by a HK\$400m gain from the sale of the last seven blocks of South Horizons, a mass-residential venture jointly developed with Cheung Kong and Hutchison Whampoa, fellow companies in the Li Ka-shing stable.

Earnings per share rose from HK\$1.90 to HK\$2.07 and a final dividend of 70 cents is proposed for a HK\$1.11 total, against HK\$1 last time.

Ashanti determined to run its own show

The Ghanaian group is aiming to become the leading goldminer in Africa, writes Kenneth Gooding

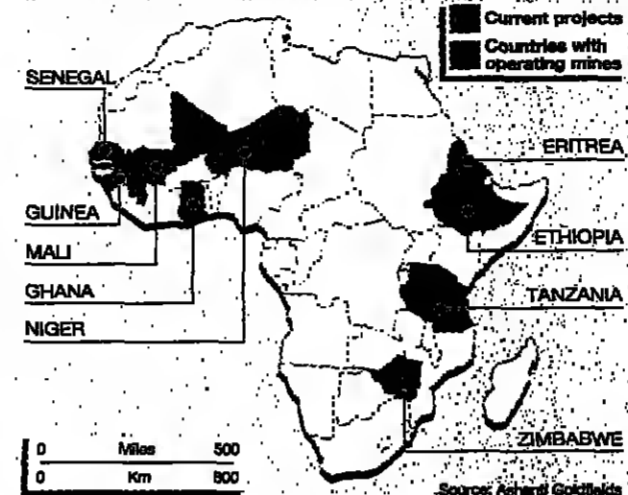
Rumours have been swirling around Ashanti Goldfields of Ghana. Some analysts suggest Anglo American Corporation of South Africa is on the prowl, looking for a substantial shareholding in a company poised for growth on Anglo's doorstep in Africa.

Questions are also being asked about the future of Mr Sam Jonah, Ashanti's chief executive, who in the past few years has driven the company into the world's small and exclusive club of 1m-ounce a year producers.

This speculation seems to stem from the recent announcement by Lonrho, the UK-based conglomerate, that it aims to demerge its mining interests, which include a 37 per cent of Ashanti, the biggest single shareholding. At the same time, Mr Dieter Bock, Lonrho's chief executive, indicated he would devote little time to the mining business after the demerger. "I am not a miner," he said.

Some observers suggest Mr Bock might be persuaded to sell Lonrho's Ashanti stake. Potentially interested parties include Barrick Gold of Canada, Gencor of South Africa and RTZ-CRA, the Anglo-Australian group. But Ashanti has particular attractions for Anglo, which wants to expand in Africa for strategic reasons. Closer links with Ashanti might also help Anglo solve some of the management problems in its gold division.

Golden opportunities



offers for hits of [our] mining business."

Where does this leave Mr Jonah? He leaves no room for doubt. "Ashanti has been my life since I left school in 1969. It put me through university. My commitment is to Ashanti. All my hopes and dreams flow from this company."

He points out that Ashanti's annual gold output has increased at a compound rate of 15 per cent for the past 10 years, and earnings by 20 per cent. The response to Ashanti's recent fund raisings, particularly last week's \$175m (\$268m) convertible, when \$1bn was offered by would-be investors, shows "our shareholders have an appetite for growth".

Mr Jonah insists there is no reason Ashanti should not emulate the performance of Barrick Gold, which in 10 years - from scratch - became the biggest gold producer outside South Africa. "We have a better start than Barrick had. In future there will be a handful of international mining companies operating world-wide and Ashanti will be one of them. We will be the leading player in Africa."

Mr Jonah has drawn together a management team that has a clear strategy for achieving these objectives. The strategy has three elements.

First, Ashanti will nurture Obuasi, the 100-year-old Ghana mining complex that until recently was providing all its gold production. The company will spend \$140m a year for the next 2 1/2 years to ensure that Obuasi can continue producing at the 1m-ounce a year rate far into the future.

Second, Ashanti intends to

build a portfolio of mining and exploration projects throughout Africa. African countries already have been queuing up to encourage Ashanti's heavy involvement in developing their gold mining industries.

Mr Jonah says there is tremendous goodwill towards Ashanti because it is an indigenous African company, but the interest in having his company involved springs from a growing recognition of its tremendous technical expertise both in mining - nearly every type of mining method is employed at Obuasi, including bacterial leaching of ore - and in financial engineering.

The third element in the strategy is the acquisition of interests in African projects or companies operating in Africa where Ashanti's range of skills, not only technical but also in such areas as procurement (it is among the world's biggest buyers of mining consumables such as cyanide, explosives, fuels and mechanical equipment) and hedging can quickly find synergies.

For example, after the recent \$88m acquisition of Cluff Resources, the UK-based company with African operations, Cluff's production was immediately hedged to protect a minimum of \$415 an ounce instead of being sold at spot prices.

There are few Cluffs available, but Ashanti is looking for projects at an early stage where it can take control and be operator. In future, says Mr Jonah, Ashanti will not have to concentrate all its efforts on one mine in one country. "Now every time we have a dollar to spend we have tremendous flexibility to get the maximum shareholder value."

Issue plan hits shares in Thai Telecoms

By Ted Bardecke in Bangkok

Shares of Thai Telephone and Telecommunications (TT&T), a private installer of fixed telephone lines in the Thai provinces, fell by their legal limit of 10 per cent to B\$6.50 on news of a capital-raising plan.

The plan, designed to raise about B\$15.5bn (B\$18m) to finance the installation of an additional 500,000 telephone lines, involves the issue of 290m new shares. Of these, 280m will be offered to existing shareholders at B\$10 each, in a ratio of one new share for each two shares held.

The remaining 40m shares will be reserved for the conversion of a new convertible debenture, worth B\$2bn, that the company also plans to issue.

The expected dilution effect of the capital raising plan is about 5 per cent, according to Mr Dan Fineman, a telecommunications analyst with Jardine Fleming Thailand. The market had overreacted, he said, especially given that the company's need to raise capital has been known since it was awarded the extra 500,000 line installation concession nine months ago.

The extra lines require an investment of about B\$15bn and TT&T said it would cancel its 1995 dividend payment to raise extra funds.

TT&T's move has worried many investors that Telecom Asia (TA), another private fixed line company, will introduce a similar capital-raising scheme to finance the extra 600,000 lines it was awarded last year. But TA's cash needs were not as urgent, Mr Fineman said, noting that in addition to holding a 3 per cent of United Communication which it can unload to raise cash, TA has a net debt to equity ratio of 42 per cent compared with TT&T's 73 per cent.

However, TA is branching out into other areas such as cable television and satellite operations, as well as potential investments in India. These moves, plus the capital needs higher, analysts said.

Goodman Fielder registers 5.2% gain in first half

By Nikki Tait in Sydney

Goodman Fielder, Australia's biggest food manufacturer which has been the subject of significant boardroom and managerial changes recently, yesterday reported a 5.2 per cent improvement in profits for the first half to end-December, to A\$52.9m (US\$40.2m) after tax but before abnormal.

Profits for the same period a year ago were A\$50.3m. After

abnormals, the net profit in the latest half was A\$45.9m, against A\$20.3m a year ago. The main abnormal item this time was a A\$7m provision relating to Goodman's new snack food venture in Indonesia after a "lower-than-expected performance" in its first year of operation.

Sales for the group overall rose by 5.9 per cent, to A\$2.08bn, while earnings per share (before abnormal) edged

higher to 4.4 cents from 4.3 cents. There will be an interim dividend of 2.5 cents a share.

The company said the result was achieved after a sharp rise in raw material costs - notably wheat.

Despite this, the milling and baking unit held profits at A\$42.6m, while the European businesses boosted their contribution from A\$19.2m to A\$24.9m. The Meadow Lea oils and margarine division also

improved to A\$22.1m from A\$13.9m. Ingredients, however, slipped from A\$19.1m to A\$16.3m, while the poultry business slipped to A\$3.2m from A\$9m.

Mr David Hearn, Goodman's new managing director, said the company had struck a new agreement with Bunge, the South American group, over the companies' respective milling and baking operations in Australia. The original deal,

which would have seen these pooled into a joint venture controlled by Goodman, was blocked by Australia's competition authorities. Mr Hearn said the new agreement had been approved by the competition watchdog, but he declined to describe its structure until due diligence has been completed.

Looking ahead, Goodman said it expected the second half to be tougher, and full-year profits were likely to be flat.

path of US

This announcement appears as a matter of record only

March 1996

BANCA ROMANA DE COMERT EXTERIOR S.A (BANCOREX)

US\$ 50,000,000
Medium Term Promissory Note Issue

Providers

Creditanstalt-Bankverein
Banco Italo-Romana
Bank Austria AG
Bank Austria Handelsbank AG
Dresdner Forfaitierungs AG
WGZ-Bank Westdeutsche Genossenschafts-Zentralbank eG
Bank für Kärnten und Steiermark AG

March 1996

CREDITANSTALT
arranged, underwrote and placed this facility

JOHNNIC
JOHNNIES INDUSTRIAL CORPORATION LIMITED
(Incorporated in the Republic of South Africa - Reg. No. 01/00429/06)

Highlights from the Interim Results for the six months ended 31 December 1995

**SUSTAINABLE EARNINGS INCREASE 46%
NET ASSET VALUE PER SHARE UP 38%**

	Six months ended Reviewed Rm	Pro-forma Six months ended Unaudited Rm	Twelve months ended Audited Rm
Profit before taxation and non-trading	34.4	35.4	94.5
Attributable earnings after non-trading items	31.7	182.9	248.1
Share of retained earnings of associated companies	115.7	32.8	109.9
Equity accounted earnings	147.4	215.7	358.0
Earnings per share (cents)			
- Sustainable earnings	99	68	205
- After non-trading items	98	145	240

Capitalisation shares have been awarded to shareholders registered at the close of business on 22 March 1996. Shareholders may, in respect of all or part of their shareholding, elect instead to receive an interim dividend of 18 cents per share. Shareholders making this election will then be given the opportunity to use the dividend to subscribe for new ordinary shares in the company.

Documentation, which is subject to the approval of The Johannesburg Stock Exchange, containing full details of the right of election will be posted to shareholders on 29 March 1996.

8 March 1996

The full interim report will be posted to shareholders and copies can be obtained from the London Secretaries, JCI (London) Limited, 6 St James's Place, London SW1A 1NP

COMMERCIAL UNION PRIVILEGE PORTFOLIO SICAV
Registered Office:
Galerie Koen, 4th floor, 26, place de la Gare
L-1616 LUXEMBOURG
R.C. Luxembourg B32446

NOTICE OF ANNUAL GENERAL MEETING
The Annual General Meeting of shareholders of COMMERCIAL UNION PRIVILEGE PORTFOLIO SICAV will be held at its registered office, 26, place de la Gare, L-1616 Luxembourg, Grand-Duchy on Tuesday 2nd April 1996 at 15:00 C.E.T. for the purpose of considering and voting on the following matters:

- To receive and adopt the Directors' Report and the report of the Auditors for the year ended 31 December 1995;
- To receive and adopt the Statement of Net Assets, Statement of Operations and Statement of Changes in Net Assets and in Issued Shares for the year ended 31 December 1995;
- Discharge of the Directors and of the Auditors;
- To re-appoint the existing Directors and to authorise the Directors to fix the Auditors remuneration;
- To re-appoint Coopers & Lybrand S.C. as auditors.

Voting
The Resolutions may be passed without a quorum, by a simple majority of the votes cast thereon at the meeting.
Voting arrangements
In order to vote at the meeting, the holders of bearer shares must deposit their shares not later than 29 March 1996 either at the registered office of the Fund, or with any bank or financial institution acceptable to the Fund, and the relative deposit receipts (which may be obtained from the registered office of the Fund) must be forwarded to the registered office of the Fund to arrive on or before 29 March 1996. The shares so deposited will remain blocked until the day following the meeting or any adjournment thereof.
The holders of registered shares need not deposit their certificates but can be present in person or represented by a duly appointed proxy.
Shareholders who cannot attend the meeting in person are invited to send a duly completed and signed proxy form to the registered office to arrive not later than 29 March 1996.
Proxy forms will be sent to the registered shareholders with a copy of this Notice and can be obtained from the registered office.
The Board of Directors

Hallfax Building Society
US\$ 500,000,000
Floating rate notes 1999
Notice is hereby given that the notes will bear interest at 5.29297% per annum from 8 March 1996 to 10 June 1996. Interest payable on 10 June 1996 will amount to US\$13.82 per US\$1,000 note, US\$138.21 per US\$10,000 note and US\$1,382.05 per US\$100,000 note.
Agent: Morgan Guaranty Trust Company
JPMorgan

The Kingdom of Denmark
US\$1,000,000
Floating rate notes 1997
The notes will bear interest at 5.16797% per annum from 8 March 1996 to 10 June 1996. Interest payable on 10 June 1996 will amount to US\$12.49 per US\$1,000, US\$124.91 per US\$10,000 and US\$1,249.41 per US\$100,000 note.
Agent: Morgan Guaranty Trust Company

INTERNATIONAL COMPANIES AND FINANCE

Trizec plans to build up its overseas operations

By Bernard Simon in Ottawa

Trizec, one of North America's biggest property developers...



Peter Munk, whose Horsham group owns 48 per cent of Trizec

Trizec, one of North America's biggest property developers...

Sadia turns in record result

By Jonathan Wheatley in São Paulo

Sadia, Brazil's biggest meat packing and processing company...

the end-of-year holidays. "This is not at all atypical for the company or the industry," said Mr Arnhalt...

Sales of foods and other low-cost goods have benefited more than those of higher-cost items...

Death of US chemicals dynasty looks imminent

Even by the standards of corporate America, the apparent demise of W.R. Grace has been astonishing.

Mr J.P. Bolduc, the news disturbed Grace's big shareholders...

over who should succeed him. A leading candidate was Mr Constantine Hampers...

AMERICAS NEWS DIGEST

Mexico approves Kimberly link-up

Mexico's Federal Competition Commission has approved a planned merger between Kimberly Clark de Mexico and Crisoba...

The Mexican companies are fierce competitors in the market for bathroom and facial tissues, paper napkins and feminine care products.

KCM yesterday accepted the competition watchdog's merger conditions. Mr Sergio Paliza, KCM's financial director...

Dismal quarter for Kmart

Kmart, the struggling US discount store group, yesterday reported dismal quarterly results...

New York SE ahead

The strength of the securities markets last year helped the New York Stock Exchange report net income for the year...

The Securities Industry Association said the industry's net income totalled \$7.4bn in 1995, still below the \$8.6bn record achieved in 1993.

Strong secondary markets led to \$7.5bn in trading profits for the industry in 1995, close to the 1993 level.

CIBC up 37% in first quarter

Canadian Imperial Bank of Commerce, the country's second-biggest bank, said better credit quality and strong investment banking revenues sparked a 37 per cent jump in first-quarter profits.

Golden Hope Plantations Berhad (Incorporated in Malaysia)

Directors: Tun Ismail bin Mohamed Ali (Chairman), Zaini Anzari bin Zainal Abidin...

To the Members, INTERIM REPORT FOR THE SIX MONTHS ENDED 31ST DECEMBER, 1995

Table with 4 columns: Group, 6 months ended, Company, 6 months ended. Rows include Turnover, Investment and other income, Operating profit, etc.

NOTES 1) After charging - interest, depreciation, Taxation includes - current, deferred, associated companies...

Group 6 months ended 31.12.95, 6 months ended 31.12.94

Profit after taxation but before extraordinary items as a percentage of turnover, Profit after taxation and minority interests but before extraordinary items as a percentage of shareholders' funds...

The increase in profit is mainly attributable to higher prices of palm products and rubber although generally crop production is lower. Higher investment income and profit from property operations also contributed to the improved profit of the Group.

HARVESTED CROPS - TONNES

Table with 3 columns: Crop, 6 months ended, 6 months ended. Rows include PFB, Palm oil, Palm kernel, Rubber, Cocoa, Copra.

DIVIDEND

An interim dividend of 5 sen less income tax at 30% has been declared in respect of the financial year ending 30th June, 1996, payable on Friday, 26th April, 1996.

COPIES OF THE COMPANY'S INTERIM REPORT

A copy of the Company's Interim Report will be posted in shareholders on 12th March, 1996. Copies will also be available from the Company's registered office and the Branch Registrar...

KUALA LUMPUR, 7th March, 1996

By Order of The Board Norlin binti Abdul Samad Secretary

HALIFAX Floating Rate Notes 1999 £500,000,000

FAIRWAY GROUP Plc (Incorporated and registered in England under the Companies Act 1985 with registered no: 1670622) INTRODUCTION TO THE OFFICIAL LIST BY N M ROTHSCHILD & SONS LIMITED

FIDELITY DISCOVERY FUND Societe d'Investissement a Capital Variable Registered office: Kansallis House - Place de l'Etoile L-1021 Luxembourg R.C. No B 22250 NOTICE OF EXTRAORDINARY GENERAL MEETING

Lambert Smith Hampton plc Sponsored by Brown, Shipley & Co. Limited SEAS CAPITAL FINANZIARIO S.p.A. Acquisitions of Lambert Smith Hampton Group limited to be notified by the issue of a prospectus of £13,429,216

IRISH PERMANENT Irish Permanent Treasury plc £100,000,000 Guaranteed floating rate notes 1997

demand Issue plan hits shares in Thai Telecoms

COMPANY NEWS: UK

Wessex Water bid for SWW tied to charges

By Peggy Hollinger and George Parker

The water industry regulator is expected to demand cuts in charges of more than 15 per cent as the price of allowing Wessex Water to proceed with its proposed bid for neighbouring South West Water.

While most water company shares soared on the news of the proposed bid, prompting hopes of a flurry of takeovers in the sector, Wessex lost 20p to close at 354p, partly due to the view that the regulator would impose tough conditions on a takeover.

South West, which yesterday described Wessex's intentions as "unsolicited and unwelcome", saw its shares leap 70p to 608p, valuing the group at £790m.

The Office of Water Services last year demanded a 15 per cent price reduction over six years for allowing the merger of the relatively small North East Water and Northumbrian Water last year. It said yesterday the first merger among the big 10 water and waste companies might result in deeper cuts.

The market speculated that Ofwat could demand cuts of up



Nicholas Hood, Wessex chairman, is looking for cost savings

to 20 per cent.

Wessex said yesterday it expected considerable cost savings as a result of merging the two companies. However the price it paid, which would be at a premium to Tuesday's close of 508p and either wholly or largely in cash, would depend on the reductions

demanded by the regulator and the approval of the Monopolies and Mergers Commission.

Under current regulation all water company bids must be examined by the MMC.

Analysts speculated that Wessex would have to pay between 600p and 660p to win South West Water.

National Lottery restrains Ladbroke

By David Blackwell

A combination of the National Lottery and scratch cards knocked back betting profits at Ladbroke, the hotels and gaming company that has been the subject of bid rumours for several months.

Mr Peter George, chief executive, admitted the group had been vulnerable after a tough year, but dismissed the recent talk of bids. "We are not aware of anyone out there."

Rumoured bidders include Bass and Hilton Corporation, the US hotels group. Ladbroke, which owns the Hilton name outside the US, has been seeking further co-operation with the US group.

The profits fall was flagged last November, when the group warned that profits before exceptional items would be "somewhat lower" than the previous year's £128.5m. Yesterday it reported pre-exceptional profits of £121.3m on unchanged sales of £3.75bn.

Operating profits in the betting and gaming division, fell from £87.7m to £58.1m on sales of £2.67bn (£2.69bn). In contrast, the Hilton International hotels division improved profits from £126.8m to £150.2m on sales of £987.1m (£995.3m).

Last month, Mr Stephen Boltenbach moved from Disney to become chief executive of Hilton in the US, replacing Mr Barron Hilton, son of the late Conrad Hilton. Mr George said Mr Boltenbach shared the Ladbroke view that the two had

"more to gain by working together than by working apart." But he would need some time before definite proposals emerged.

Profits before tax after £25.9m of exceptional items were £93.4m (£229.8m loss).

Acquisition needed to give group a presence in global market F&C in talks for fund manager

By Norma Cohen

Foreign & Colonial, the UK's largest independent investment trust manager, yesterday said it was in talks to acquire ESN Pension Management Group in a deal which would create one of the UK's largest fund managers.

If the deal is completed, F&C would acquire a badly needed significant presence in the UK pension fund market, a sector in which it has made negligible headway. F&C has 278 employees and £12.3bn under management, of which about £1.5bn is that of UK pension funds.

ESN is the in-house manager of the £14.4bn in assets of the now privatised electricity industry which put itself up for

sale last autumn. It has 99 employees and manages 23 separate pension funds for about 182,000 members, making it the UK's third largest pension scheme.

As part of the deal to sell ESN, trustees to each of those schemes have signed an agreement not to withdraw their funds from ESN before March 1998.

While other leading UK fund managers have suffered from over-reliance on a single product in a single market - that is, UK pension funds - F&C draws 32 per cent of its assets from clients based abroad. It has by far the largest share of the UK investment trust market and is the UK's largest manager of emerging markets funds.

It has benefited from its relationship with its 50 per cent shareholder Bayerische Hypothek-und-Wechsel-Bank (Hypo Bank) which has acted as a distributor for F&C's retail products in Germany. Some 35 per cent of F&C's assets are those of Hypo Bank clients.

However, its aspirations to have a genuine global presence have been hampered by its inability to break into the home country. The drive for critical mass in the fund management industry is fuelling merger and acquisition activity, much of it from non-domestic buyers in the UK.

Since announcing it was seeking a buyer, ESN has had

offers from 18 organisations, four of which were viewed as serious. It is understood that US-based Invesco, and two German-owned fund management companies, Kleinwort Benson Investment Management and Jupiter Tyndall had also been contenders for the purchase.

Final terms of the deal have yet to be agreed. However, it is expected to be below the 2 per cent of assets under management agreed in some recent fund management acquisitions. Also, payment is likely to be structured so that the final price is dependent on funds remaining under management following the expiry of the electricity pension schemes agreement to continue with ESN.

Zeneca claims independence

Zeneca yesterday proclaimed its determination to remain independent as the drugs industry consolidated, by generating "double digit" growth in earnings per share over the next few years, writes Clive Cookson.

As Ciba and Sandoz got together to form Novartis, a huge new Swiss competitor, the pharmaceuticals and agrochemicals group announced a 15 per cent increase to 387.8m (£1.85bn) in 1995 profits before tax and exceptional charges.

The results were broadly in line with market expectations, but the shares rose 86p to £13.77p in response to renewed takeover speculation.

It also announced the sale of two businesses following a review of its specialty chemicals division.

Specialty inks will be bought by Sun Chemical of the US for \$62m (£40m).

In addition, "discussions are well advanced with a number of parties" for the sale of the textile dyes business, accord-

ing to Mr David Barnes, chief executive.

Zeneca continues to pursue cost savings through cutting its workforce; 550 jobs will be lost this year from a worldwide staff of 31,500.

Sales of all Zeneca's main pharmaceutical and agrochemical products grew in 1995. Its biggest seller, the heart drug Zestril, rose 12 per cent to £547m; cancer drugs were up 16 per cent to £630m; and sales of the Diprivan anaesthetic rose 22 per cent to £300m.

Company	Turnover (£m)	Pre-tax profit (£m)	EPS (p)	Current dividend (p)	Date of payment	Dividends corresponding to last year (p)	Total for year (p)	Total for year (p)
Arjo Wiggins	3,588 (2,915)	724 (217.14)	2.3 (17.9)	4.6	May 24	4.6	7.5	7.25
Charles (T)	302 (45)	1,211 (0.826)	7.02L (4.1)	2.01	May 7	2.01	4.07	4.07
Comstar Trust	4 (2.24)	0.775 (0.251)	1.8 (1.28)	1.8	Apr 26	0.5	1.8	0.8
Coventry	3.88 (2.32)	0.041 (0.061)	0.04 (0.07)	0.8	nil	nil	0.8	0.8
Cookson	1,800 (1,567)	188.34 (51.14)	161 (2.5)	4.5	May 30	3.8	4.5	4.5
Corbion	70.5 (86.3)	4.94 (2.15)	15.5 (7.2)	2.56	Apr 4	2.4	3.85	3.6
Fairway 5	57.8 (49.8)	2.934 (2.1)	5.8 (5.16)	0.5	Apr 4	0.5	1.1	1.1
Galileo	89.9 (108.5)	0.42 (0.9429)	0.32 (0.71)	2.56	Apr 4	0.5	1.1	1.1
Gibbs & Hailey	27.4 (25)	1.09 (1.12)	6.7 (11.3)	2.1	May 10	1.8	3.5	3
Glaxo	3,205 (3,020)	322.44 (200.34)	53.97 (28.3)	15.25	May 17	13.5	24	21.6
Harrington Baker	6.2 (13.9)	1.214 (0.714)	7.7 (4.3)	1.5	May 17	1.5	3	3
Hillstream	3,453 (4,282)	11.114 (172.3)	6.6L (14.5)	7.3	July 1	7	9.5	9.2
IMI	1,222 (1,161)	57.24 (50.34)	18.4 (5)	6.9	May 20	6.1	11.5	10.5
Indefat	32.3 (43.4)	2.12 (2.8)	3.86 (3.6)	1.5	May 3	1.5	3.6	3.6
Kode Int	18.4 (24.8)	1.42 (3.124)	9.8 (8.3)	1	May 3	1	1	1
Ladbrokes	3,848 (4,14)	56.44 (299.84)	5.14 (26.47)	3.6	June 3	3.6	6	6
Microchem	55.1 (44.1)	3.41 (2.58)	3.1 (3)	0.45	July 1	0.4	0.85	0.4
Monsi O'Connell	87.3 (73.8)	15 (9.53)	29.9 (16.8)	10.6	May 13	10	14	13.2
North Midland	10 (11)	5.05 (5.23)	3.72 (3.81)	3.274	July 1	3.1451	2	0.47
Perpetual Japan	12.8 (9.78)	1.48 (0.883)	8.32 (5.1)	1.25	May 24	0.4	2	0.6
Reckitt	1,131 (1,026)	32.94 (19.84)	10.4 (5.1)	9.62	June 3	8.82	14.33	14.33
Rentech	35.7 (27.4)	1.8 (4.27)	10.87 (5.06)	2.89	Apr 22	2.22	3	6.41
Rolls-Royce	3,587 (3,183)	175 (101)	10.29 (5.56)	3	July 1	3	5	5
RITZ-GIA	5,155 (4,124)	1,416 (1.161)	58.4 (55.5)	27.5	Apr 22	18.5	31.5	27.5
Sanderson Brantall	516 (413)	8.29 (8.449)	20.89 (19.27)	2.67	May 1	2.3	3.3	4
Sanofi-Sintabo	4,833 (4,282)	546.34 (247.4)	48.4 (20.8)	11.35	July 1	10.25	17.25	15.75
Telcel	144.8 (72.9)	114.7 (65.24)	13.3 (7.1)	-	-	-	-	-
Thames Newspapers	3 (4.1)	0.748 (0.896)	25.96 (31.1)	-	-	-	-	-
Virtuality	12.8 (9.78)	1.48 (0.883)	8.32 (5.1)	1.25	May 24	0.4	2	0.6
Zeneca	4,858 (4,480)	619.6 (558.4)	35.6 (46.8)	19.75	May 7	17.75	31	28.5

IMI FULL YEAR RESULTS

"I am encouraged by the advances during the year and look forward to further significant progress in 1996."

Sir Eric Pountain, Chairman

FULL YEAR TO 31 DECEMBER	1995	1994
Turnover	£1,322m	£1,161m
Profit before exceptional items	£105.8m	£85.3m
Profit before tax	£87.2m	£50.3m
Adjusted earnings per share	20.1p	16.4p
Earnings per share	16.4p	6.0p
Dividend per share	11.5p	10.5p
Gearing	2.6%	21.8%

- Profits and earnings increased by more than 20%.
- Dividend increased by 10%.
- A year of strategic change:
 - the Group's largest ever acquisition, Heimeier.
 - the merger of IMI's titanium activities with TIMET.
- Building Products maintained its excellent growth record.
- Fluid Power achieved substantial profit improvement.
- Drinks Dispense consolidated record advances of the previous year.

"Increased sales in each of our business areas contributed to a record turnover for the Group of £1,322 million in 1995. The Company's success in 1995 constitutes a solid foundation for continued growth in 1996."

Gary Allen, Chief Executive

IMI plc, PO Box 216, Birmingham B6 7BA. Telephone: 0121 356 4848

BUSINESSES FOR SALE

GREEK EXPORTS S.A.

(A subsidiary of ETBA S.A.)

ANNOUNCEMENT

OF A PUBLIC AUCTION FOR THE HIGHEST BIDDER FOR THE PURCHASE OF THE TOTAL ASSETS OF A. LEKKAS & BROS. TEXTILE CO. S.A. NOW UNDER SPECIAL LIQUIDATION

GREEK EXPORTS S.A., established in Athens at 1 Erasmou Street, in its capacity as special liquidator of A. LEKKAS & BROS. TEXTILE CO. S.A., established in Athens at 34 Averof Street, Personeis which has placed under special liquidation within the framework of article 46a of Law 1197/90, supplemented by article 14 of Law 2009/91 as subsequently amended and completed and as in force,

ANNOUNCES

a public auction for the highest bidder with sealed, binding offers for the purchase of the assets of A. LEKKAS & BROS. TEXTILE CO. S.A., either as a whole or per each of the following four self-contained production units:

- A factory at the Kalamata Harbour, Kalamata 15 km. from the centre of the town of Kalamata which includes a plot of land 84,200 sq. m. as well as a building of 22,900 sq. m. has been erected and in which a cotton spinning, yarn spinning and dyeing plants have been installed with the necessary storage space.
- A factory at 10 Kerkiras Street in Kerkiras which includes a plot of land 10,972 sq. m. in area on which a building 13,000 sq. m. in area has been erected and in which a weaving plant and a dyeing and finishing plant for woven fabrics, a yarn-dyeing unit and a finishing plant for woven fabrics have been installed together with the necessary storage space, included in the above production unit, besides the factory, are stocks of raw materials, finished goods, weaving chains and three of the company's looms described on page 19 of the Memorandum.
- A factory at 20 Averof Street, New Ionia (Piraeus), Attica which includes a plot of land 2,200 sq. m. in area on which a multi-stored building 8,000 sq. m. in area has been erected and in which are installed a dyeing-finishing plant for yarns and fabrics and a yarn-dyeing unit. This factory also includes storage space for the storage, movement and wholesale selling of the company's fabrics, yarns, etc.
- A factory at 28 Averof Street, New Ionia (Piraeus), Attica which includes a plot of land 6,903 sq. m. in area on which a building 8,000 sq. m. in area has been erected and in which are installed a weaving plant, a ready-made clothes plant, a yarn dyeing plant and the company's administrative offices and financial services.

ACTIVITY AND BRIEF DESCRIPTION OF THE COMPANY

In 1950, the brothers Athanasios, Ioannis and Fotos Lekkas, founded A. LEKKAS & BROS. O.E. which in 1970 became a stock company (S.A.) and which in 1972 absorbed G. LEKKAS & Co. O.E. In 1981 a merged with MESSINIA SPINNING S.A. to produce a new S.A., with the name A. LEKKAS & BROS. TEXTILE CO. S.A., with the object of manufacturing and selling wearable natural, synthetic and artificial fibres in the stages of spinning, weaving, knitting, dyeing, finishing, and clothes manufacturing.

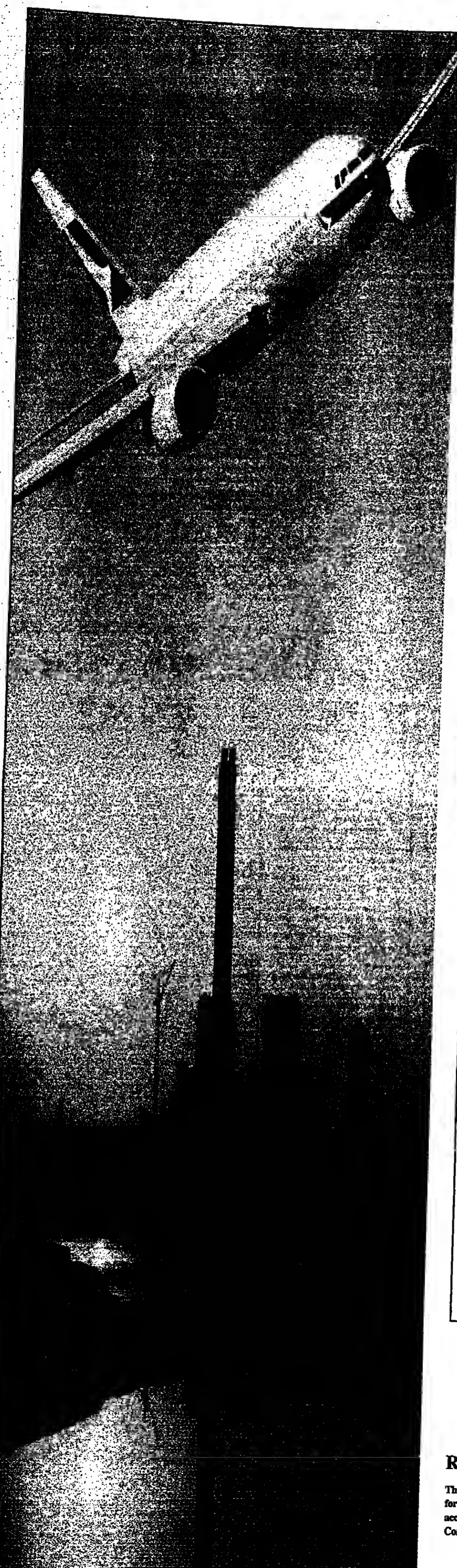
TERMS OF THE ANNOUNCEMENT

- Interested parties are invited to receive from the Liquidator the Confidential Offering Memorandum in order to submit a sealed, binding offer to the Liquidator in accordance with the terms of the Memorandum, at the address: Mr. Andreas A. Bouzoulas, 4 Garmos Street, tel: +30-1-360.16152 up to 12.00 hours on Monday, 1-4-1996. Offers must be submitted in person or by a legally authorized representative. Offers submitted beyond the specified time limit will not be accepted or considered.
- The offers will be opened before the above-mentioned society at 12.00 hours on Monday, 1-4-1996 with the liquidator in attendance. Persons having submitted offers within the time limit are also invited to attend.
- The sealed, binding offers must clearly state whether they refer to the total assets or to separate production units, the offered price and the number of instalments (if each or on credit, the number of instalments and when they are to fall due, the proposed rate of interest, etc.).
- On penalty of invalidity, offers must be accompanied by a letter of guarantee from a bank legally operating in Greece, valid until their return to the bank, to the amount of:
 - 500 million drachmas for the entire assets
 - 150 million drachmas for the 1st production unit (Kalamata factory)
 - 70 million drachmas for the 2nd production unit (Kerkiras factory)
 - 70 million drachmas for the 3rd production unit (20 Averof St. factory, Piraeus)
 - 50 million drachmas for the 4th production unit (28 Averof St. factory, Piraeus)
- In the event that the party to whom the assets for sale have been adjudicated fails to fulfil its obligations contained in the present announcement, then the amount of the guarantee stand above is forfeited to the Liquidator to cover expenses of all kinds, time spent and any real or paper loss suffered by himself and by the creditors with no obligation on his part to provide evidence of such loss or consider that the amount has been forfeited as a penalty clause, and unless it is from the guarantor bank. Letters of guarantee accompanying offers shall be returned immediately after adjudication of the assets, with the exception of the party to whom the assets have been adjudicated and to whom it shall be returned on signature of the final contract.
- Evaluation guidelines: Amongst offers, the following are to be considered as essential guidelines for evaluation of the offers by the Liquidator:
 - The size of the amount offered
 - The willingness of a many job positions as possible
 - The business plan and the investment programme of the buyer
 - The standing, business experience and reliability of the prospective buyer
- In order to guarantee the final settlement of the year for which credits has been advanced, as well as any other terms that may have been agreed upon, the buyer must accept classes in this effect and provide guarantee (collateral or other security) which will safeguard adherence to commitments.
- In the event that payment is to be on credit, the current value will be taken into account, and will be calculated as a fixed sum of interest for all offers, due during the rest of the year, at the rate of adjustment of the offer, for interest-bearing Greek State bonds for the year's duration.
- Offers must contain a commitment by the buyers to the effect that the Kalamata and Kerkiras factories shall function at least five (5) years from signature of the contract.
- The highest bidder is the one whose offer has been evaluated by the Liquidator and judged by creditors, who represent at least 51% of the company's obligations, as being the most satisfactory.
- The Company's assets and all the separate fixed and circulating assets that make them up, shall be transferred "as is and where is" and unless stated specifically, in their actual and legal condition and wherever they are on the date of signature of the final contract, regardless of whether the Company is operating or not.
- The Liquidator, the Company under liquidation and its creditors representing more than 51% of its obligations are not liable for any legal or actual faults or any incomplete or inaccurate description of the assets for sale and rights in the Offering Memorandum or to any correspondence.
- Interested buyers must, on their own responsibility and at their own expense, inspect the object of the sale and form their own judgment and declare in their bids that they are fully aware of the actual and legal condition of the assets for sale.
- Offers must contain terms upon which their bidders may depend or which may be vague with respect to the amount and manner of payment of the offered price or to any other essential matter concerning the sale. The Liquidator and the creditors have the right, at their discretionary discretion, to reject offers which contain terms and exceptions, regardless of whether they are higher than others, or ignore such terms and exceptions, in which case the offer remains binding as far as the rest of its content is concerned.
- The Liquidator and the creditors have no responsibility or obligation towards participants in the auction, both with regard to the drafting of the contract or to the bids or to the Liquidator's proposal regarding the highest bidder. Also they are not responsible and have no obligation to participate to the auction in the event of a cancellation or revocation of the auction if its result is deemed unsatisfactory.
- Those participating in the auction and who have submitted offers do not acquire any establishments, claims or demands, on the strength of the present announcement or their participation in the auction, against the Liquidator or the creditors for any cause or reason.
- The cost of preparing the memorandum of the assets for sale ("VAT" charges on the value of movable assets, stamp duties, notary, mortgage, and lawyers' fees, etc.) are to be borne by the buyer.
- Participation in the auction implies acceptance by the prospective buyer of all the above terms.
- The present announcement has been drafted in Greek and in English in translation. In any event, however, the Greek text will prevail.

For any further information and for the Confidential Offering Memorandum interested parties may apply to the lead office of the liquidating company:

GREEK EXPORTS S.A., 1 Erasmou Street, 4th floor, Athens, Greece, tel: +30-1-726.8216, 726.8276, and fax: +30-1-726.8964.

al market
anager



ROLLS-ROYCE

Annual Results 1995

- Profit before tax £175m (1994: £101m)
- Profit before disposal gains £143m (1994: £98m)
- Net cash balances £314m (1994: £285m)
- Order book remains strong, at £6.2bn (1994: £5.9bn)
- Sales per employee up by 15%
- Dividend maintained at 5p per share

Sir Ralph Robins, Chairman, said:

"I have been encouraged by the company's performance in 1995. We have made significant progress in some of the most challenging markets in the world and at the same time improved our financial performance.

"Allison has been successfully integrated within the Rolls-Royce Aerospace Group and made an important contribution during the year.

"Rolls-Royce continues to strengthen its competitive position and is well-placed as a world-leading power systems company."

Group Profit and Loss Account

For the year ended December 31	1995 £m	1994 £m
Turnover -continuing operations	3210	3163
-acquisitions	387	-
	<u>3597</u>	<u>3163</u>
Operating profit	155	97
Profit before taxation	175	101
Taxation	(31)	(20)
Minority interests	(2)	-
Profit attributable to shareholders	<u>142</u>	<u>81</u>
Dividends	(73)	(61)
Transferred to reserves	<u>69</u>	<u>20</u>
Earnings per ordinary share	10.25p	6.56p

Group Balance Sheet & Cash Flow

Net cash balances	314	285
Equity shareholders' funds	1345	1242

On March 24, 1995 the Group acquired Allison Engine Company, Inc. and on March 29, 1995 acquired the 60% of Rolls-Royce & Partners Finance Limited which it did not already own. All business acquisitions have been accounted for using acquisition accounting.

Profit before taxation for 1995 included profit on sale of businesses and property of £32m (1994: £3m) and a contribution of £33m from acquisitions.

The earnings per ordinary share for 1994 have been restated in accordance with Statement of Standard Accounting Practice No. 3 to reflect the bonus element of the "placing and open offer" announced in March 1995.

The recommended final dividend is 3p, making a total of 5p for the year. The final dividend is payable on July 1, 1996 to shareholders on the register on April 30, 1996. The ex-dividend date is April 22, 1996.

Rolls-Royce plc, 65 Buckingham Gate, London SW1E 6AT.

The comparative figures for the year to 31st December, 1994 have been abridged from the Group's accounts for that year, which have been delivered to the Registrar of Companies. The auditors have reported on those accounts: their report was unqualified and did not contain a statement under section 237(2) or (3) of the Companies Act 1985. Details can be obtained from the above address.



COMPANY NEWS: UK

Tiny Rowland vows to go back into business

By David Wighton

Mr Tiny Rowland, the 78-year-old former chief executive of Lonrho, vowed yesterday to "start out all over again" after raising £91m from the sale of most of his shares in the international conglomerate.

"Don't think I'm going to retire. I've now got £450m in cash, I don't owe anyone a penny and I am going back into business."

He said he had been in touch with Sir Rocco Forte, who is raising money to buy former Forte hotels from Granada. But Sir Rocco's office said it was "as yet unaware of any offers of help from Mr Rowland."

Mr Rowland said he was examining other investment opportunities although some City bankers expressed doubts about his resources.

Analysts welcomed Mr Rowland's decision to sell, arguing that he had been a disruptive influence on Lonrho since being ousted from the board last year. There was speculation that it might clear the way for companies considering an offer for Lonrho's mining assets ahead of their planned demerger. Brokers believe several mining groups, including Anglo American of South Africa, are interested.

Lonrho confirmed that Mr Rowland had exercised his option to sell a near 6 per cent stake in the company to Mr Dieter Bock, the German financier who forced him off the board.

Mr Rowland said his decision to sell reflected his doubts about Lonrho's proposed merger of its platinum interests with Gencor's Impala Plat-

inum. He aired his criticisms at last week's annual meeting and was disappointed by the lack of support from small shareholders.

"It was a very good thing we started 34 years ago but in my opinion there is no sex left in Lonrho," he said yesterday. He will retain 5m shares.

It is understood that Mr Bock, who already has an 18.6 per cent stake, intends to retain the 6 per cent stake he is buying from Mr Rowland. Under the terms of a put and call option agreement Mr Bock could have required Mr Rowland to sell the stake from December 9 last year. It is understood that he waited for the shares to be put to him.

Mr Bock paid 200.36p each for the 45.5m shares against yesterday's price of 192½p, down ½p.

US acquisition helps lift Rolls-Royce 73% to £175m

By Michael Skapinker, Aerospace Correspondent

Rolls-Royce yesterday announced annual pre-tax profits up 73 per cent to £175m (£38.5m) but underlined the uncertain state of the aircraft industry's recovery by proposing an unchanged dividend for the year of 5p.

The UK aero engine and industrial power group has benefited from the recent upturn in aircraft buying, winning orders in 1995 from Singapore Airlines and this year from Malaysia Airlines and the International Lease Finance Corporation of the US.

Rolls-Royce said it took 30 per cent of worldwide commercial aircraft engine orders in 1995, its best performance. The Rolls-Royce order book stood at \$5.2bn at the end of 1995, com-

pared with \$5.9bn a year earlier. Further orders worth £1.4bn, including the Singapore, Malaysian and ILFC deals, are not included in the 1995 figures.

The Allison Engine Company of the US, which Rolls-Royce acquired in March last year, contributed £30m of profits.

The results for the year to December 31 were in line with expectations. The shares closed up 4½p at 215p. Analysts had expected the dividend to be unchanged. Rolls-Royce said its policy was for the dividend to be increased only when it was covered twice by earnings.

Sir Ralph Robins, chairman, said he believed the future of MTU, the German engine maker owned by Daimler-Benz Aerospace (Dasa), would best be secured by merging it with the BMW Rolls-Royce joint venture.

LEX COMMENT

UK water

Wessex Water has timed its bid for South West Water to perfection. With a chairman retiring, no chief executive, a finance director in the US and a string of public relations blunders to its name, SWW has been caught on the hop. Its shares have underperformed the sector by 22 per cent since 1994, so its shareholders may be easy to please. SWW could stretch to a 100p special dividend as a shareholder bribe. But it also has to address consumer interests. Since a chunk of merger synergies from any bid would be passed on to SWW consumers, who pay the highest water rates in the country, SWW management will be under pressure to secure a handsome agreed bid.

Wessex's shareholders have less to be happy about. It is one of the smaller water companies, and has an under-leveraged balance sheet which is not reflected in its share price. It looked like a potential bid target itself. Still, its management has a good record, and it is sticking to a business it understands. So long as the deal offers greater earnings enhancement than a share buy-back, shareholders should come round.

Clearly, the outcome of this bid-to-be will swing on the decisions of the Monopolies and Mergers Commission and the regulator. At least £30m a year of cost benefits should be achievable, and the regulator will want consumers to get a large bite of the pie. But if the regulator is too greedy, Wessex will walk away. And that would leave SWW vulnerable to a bidder from outside the water industry, which could avoid the MMC and keep any cost savings itself.

DIGEST

TeleWest secures funding

TeleWest, the UK's biggest cable group, yesterday announced it had secured a new £1.2bn borrowing facility to complete the construction of its network.

The group also ruled itself out of bidding for Videotron Holdings, the seventh largest operator, which was put up for sale last month by Videotron, its Canadian parent company.

Mr Alan Michels, chief executive, said TeleWest would not be used as a "stalking horse" to help Videotron to extract a higher price from Bell Cablemedia, in which Bell Canada holds a controlling interest, and which has a 27 per cent stake in Videotron Holdings and has a first option over the remainder.

Mr Michels also denied any knowledge of recent speculation that it might be interested in acquiring Nynex, the second largest cable group.

His remarks came as TeleWest unveiled sharp increases in 1995 losses and revenues. Pre-tax losses soared to £114.7m (£10.8m) after interest charges of £24.4m (£1.02m).

Mr Michels forecast that TeleWest would become cash flow positive during 1996, joining General Cable and Videotron out of the 12 cable operators to achieve the feat.

TeleWest's latest bank facility will be a syndicated loan spread over 9.5 years. The group extended its network from 35 to 53 per cent of its 4.7m-home franchise areas during the year. Capital expenditure of £266m during the year took the group's total outlay to nearly £2bn.

Christopher Price

Non-motor side helps GKN

Shares in GKN yesterday rose 31p to 579p after the motor components, defence equipment and industrial distribution group reported a 51 per cent increase in 1995 profits.

In spite of softening demand in the vehicle industry, strong gains by the group's aerospace and pallet hire businesses helped lift pre-tax profits from £200.5m to £322.4m (£496.5m).

Sir David Lees, chairman, said it was a creditable result given the sluggish state of the automotive sector. "US and European demand trailed off in the second half and some 70 per cent of our growth was in non-automotive areas."

GKN predicted vehicle production in Britain would grow by no more than 2 per cent this year, and would not grow at all in North America.

The sharpest improvement was achieved in aerospace and special vehicles, where increased helicopter deliveries and accelerating armoured vehicle production for Kuwait helped more than double profits to £65m.

Tim Burt

TSc

Telecom Sciences Corporation Limited

Management buy out/buy in from Philips Electronics UK Limited

Equity structured, led and arranged by:



Murray Johnstone Private Equity Limited
Glasgow

Debt facilities arranged and provided by:



NATWEST MARKETS

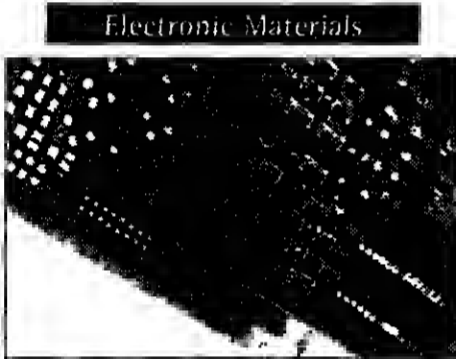
Advisers to Equity and Debt Providers:
Dickson Minto WS • Ernst & Young • Garrett & Co.

Management advised by:
Pinsent Curtis • Deloitte & Touche

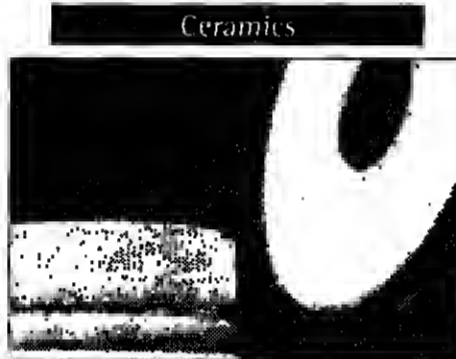
Completed February 1996

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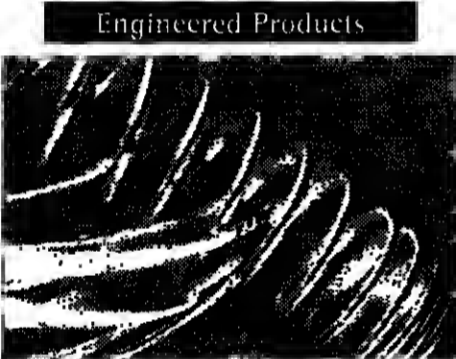
Murray Johnstone Private Equity Limited
(an appointed representative of Murray Johnstone Limited, Regulated by IMR.C)
7 West Nile Street, Glasgow G1 2PX. Telephone: 0141 226 3131. Fax: 0141 248 5636.



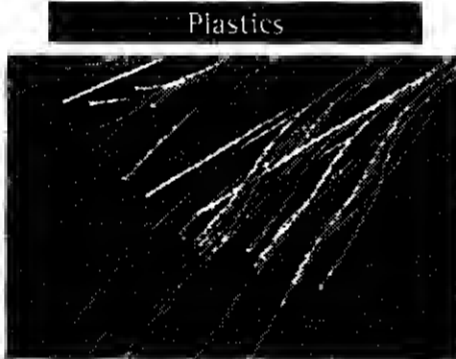
Electronic Materials



Ceramics



Engineered Products



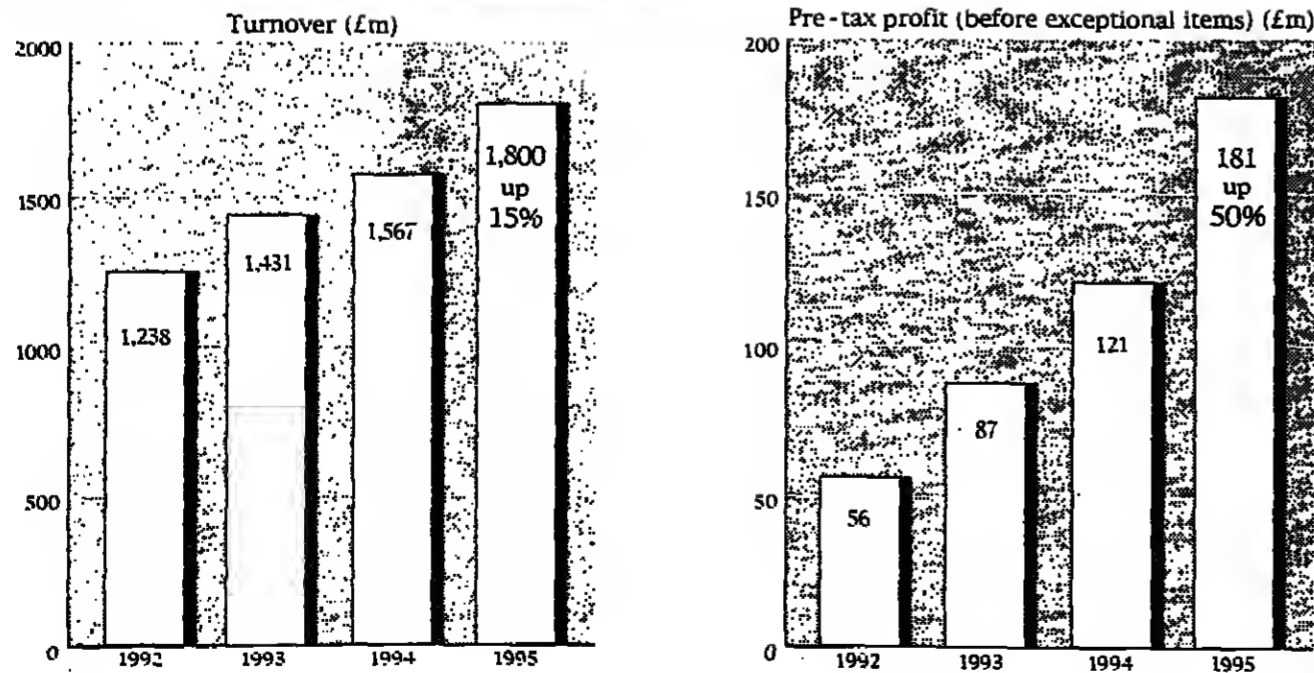
Plastics

"Continuing progress towards superior performance."

Richard M. Oster
Richard Oster: Group Chief Executive



Results for the year ended 31 December 1995



Copies of the Annual Report will be sent to shareholders and will be available from the Group Secretary, Cookson Group plc, 130 Wood Street, London EC2V 6EQ.

Cookson

MATERIAL SOLUTIONS FOR INDUSTRY WORLDWIDE

PAN - HOLDING

Société Anonyme - Luxembourg
R.C. Luxembourg: B 7023

7, Place du Théâtre, Boite Postal 408, L-2014 Luxembourg
Telephone: (352) 46 24 01/46 24 02 Telefax: (352) 46 25 27

FISCAL YEAR 1995

At its Meeting of February 27, 1996, the Board of Directors finalised the accounts for the financial year 1995.

The accounts show a net profit of US\$ 15,787,305.-.

The net asset value as of December 31, 1995 amounted to US\$ 308,984,925.-, equivalent to US\$ 384.78 for each of the 847,049 shares of US\$ 50 par value outstanding.

This compares to a December 31, 1994 net asset value per share of US\$ 329.19. This represents a 10.81% rise over the previous year, or a 12.48% increase, if one takes into account the US\$ 5.50 dividend paid on June 1, 1995.

The Board of Directors decided to propose to the Annual General Meeting to be held on April 30, 1996:

- the payment to each Dividend Share outstanding as at the close of business of stock exchanges on May 31, 1996, of a dividend of US\$ 5.80 (five dollars eighty cents) for the year 1995, to be compared with the dividend of US\$ 5.50 paid in 1995 for the year 1994;
- the attribution of the amount corresponding to the dividend to the Capital Shares.

The dividend of US\$ 5.80 per Dividend Share is free of withholding tax in Luxembourg and would be payable as of June 3, 1996.

The current geographical breakdown of assets is as follows:

Cash	10.5%	Japan	17.5%
North America	23.-%	Europe	35.-%
Pacific Basin (excluding Japan)	10.-%	Gold Bullion, Gold Mines	4.-%

On March 6, 1996, the net asset value per share was US\$ 375.34, showing an increase of 2.89% compared to 31 December 1995. The repurchase price was US\$ 373.46 and the sale price US\$ 377.22 per share of US\$ 50 par value.

Following the resolution adopted by the Extraordinary Shareholders' Meeting of 2nd February, 1996, Pan-Holding's capital is represented by two classes of Shares: Capital Shares and Dividend Shares. The Shares presently issued and outstanding are classified as Dividend Shares. The Company reminds that shareholders who choose to exchange their Dividend Shares for Capital Shares should notify the Company or the Paying Agents of their choice prior to 30th April, 1996.

The Company reminds its shareholders that Shares of either class can be held either in registered or in bearer form, at the option of the holder thereof.

For further information, the shareholders should refer to the already published document on that subject or phone or write to the Company whose coordinates are mentioned above.

Anglovaal Limited

Reg. No. 05042070
(Incorporated in the Republic of South Africa)

Interim report and dividend announcement for the half-year ended 31 December 1995



Group income statement

	Reviewed Unaudited		Increase/ (Decrease) %	Audited Year ended 30 June 1995 Rm
	31 December 1995 Rm	31 December 1994 Rm		
Turnover	7 589,7	8 633,8	14	13 900,3
Operating profit before depreciation	848,3	614,0	8	1 237,8
Depreciation	144,1	117,8	22	246,2
Operating profit	504,2	496,1	2	991,8
Income from investments	11,0	20,8	(47)	24,8
Profit before taxation	515,2	517,0	-	1 018,4
Taxation	180,7	155,1	4	271,7
Profit after taxation	334,5	361,9	(2)	744,7
Equity accounted earnings	107,5	59,1	82	127,2
Profit after taxation including equity accounted earnings	442,0	421,0	10	871,8
Attributable to outside shareholders of subsidiaries	223,6	208,1	7	450,7
Earnings before exceptional items	238,4	212,8	12	421,2
Exceptional items	26,8	(1,7)		(67,4)
Earnings after exceptional items	265,2	211,2	26	353,8
Earnings per share				
- before exceptional items (cents)	377	337	12	667
- after exceptional items (cents)	420	335	25	561
Dividends per share (cents)	47	42	12	148
Number of shares on which earnings per share is based (000)	63 208	63 100		63 112

Comment

Group results
Group earnings before exceptional items for the six months to 31 December 1995 increased by 12 per cent to R238,4 million from the R212,8 million in the comparable period. The interim dividend has been increased by 12 per cent to 47 cents (1994: 42 cents) per share.

Anglovaal Industries Limited (AVI) remained the principal contributor with earnings before exceptional items increasing by 11 per cent. In addition, The Associated Manganese Mines of South Africa Limited recorded substantially improved profits, and a higher royalty was received from De Beers Consolidated Mines Limited (De Beers) in respect of the Venetia Diamond Mine. The contribution from realisation of portfolio investments of 33 cents per share made in the six months to 31 December 1994 has not been repeated.

Industrial interests

Group Industrial companies experienced difficult trading conditions during the six months period, particularly in the July to September quarter. Consumer spending was depressed in many savard markets and increased competition placed additional pressure on margins in some sectors. Increased profits were recorded by Consol Limited, Grinaker Holdings Limited, the engineering sector comprising Beering Man Limited and Trident Steel (Pty) Limited and by associated company, Anglo-Alpha Limited, which has now changed its name to Alpha Limited. Profits of Avtex Limited declined as a result of a slow-down in retail sales, exacerbated by increased unregulated and illegal imports, and Irvin & Johnson Limited reported earnings sharply down as a result of poor fishing conditions and the lower availability of contract distributed chicken product. Earnings at National Brands Limited also decreased due to severe pressure on margins.

The businesses within AVI are facing considerable threats from cheap, often illegal imports, and from the re-entry into South Africa of foreign-owned multinationals with aggressive pricing strategies in pursuit of market shares. Group companies continue to give urgent attention to programmes to achieve international levels of competitiveness.

Mining interests

Earnings from mining sources improved sharply from those of the comparable period.

On 31 August 1995, a half-yearly royalty payment of R58,4 million (1994: R31,8 million) was received from De Beers. This increase can be attributed largely to the delivery of additional rough diamonds by the Venetia Diamond Mine to the Central Selling Organisation in the first half of 1995. The royalty received amounted to 12,5 per cent of the mine's profits before appropriations for capital expenditure.

De Beers indicated at the time of the payment that diamond sales for the second half of 1995 would not match those of the first half. On the basis of information received from De Beers at the time, it was anticipated that the point at which De Beers would recoup the capital expended to bring the mine into production, plus interest thereon, would be reached by December 1995 which in fact happened. After this point, Saturn Mining, Prospecting & Development Company (Pty) Limited and De Beers share equally the profits of Venetia.

On 29 February 1996 a royalty payment of R107,9 million (1995: R18,8 million) was received.

Earnings for the period to 31 December 1995 of the Group's 50,2 per cent held subsidiary, The Associated Manganese Mines of South Africa Limited, increased by 188 per cent from R24,4 million to R70,2 million, largely as a result of the substantially higher price of ferro-chrome received during the period by its subsidiary, Ferroalloys Limited. The recent reduction in ferro-chrome prices will adversely affect Ferroalloys' results for the second half of the year.

Improved earnings were also recorded by the Group's andalusite and chrome interests.

The performance of the Group's investments in the gold sector was disappointing as a result of stagnant and gold prices prevailing in the period, and the failure to meet production targets. Incidents of abnormal industrial unrest affected some operations.

New projects

At Target Exploration Company Limited, underground development from the neighbouring Loraine Gold Mines, Limited had reached the boundary by the year end and underground exploration drilling commenced in early 1996. Completion of the twin development declines will take longer than was envisaged, due to revisions in the interpretation of the geological structure, and the identification of extensions to the gold-bearing fan and allowance for further areas of poor ground and water intersections. It is now expected that the project will be completed eighteen months later than originally planned. Funds available are considered sufficient to complete the exploration phase and to commence preparations for the subsequent exploitation of the area. The underground drilling and analysis will be completed in 1998, after which a decision on the mining strategy to be adopted will be taken.

Expenditure by Target on the project in the half-year under review was R22,4 million. Expenditure for the full financial year to 30 June 1996 is estimated at R48,8 million.

Bulk samples of the ore bodies at the Nkomati nickel and cobalt prospect are in the process of being extracted and processed. Each of the three bulk samples are being processed separately to compare the actual plant results with those results achieved through laboratory bench scale test work with respect to metallurgical efficiencies and process identification. This part of the programme will be completed in the first half of 1996.

The concentrates produced are to be used to conduct detailed smelting and refining test work. The results of these investigations will determine the most appropriate metallurgical route to follow in the exploitation of the resource.

Expenditure of R20,7 million (1994: R21,5 million) during the half-year to 31 December 1995 on the Nkomati project was within budget. It is expected that a further R41 million will be spent on the project in the course of calendar year 1996 in order to complete all aspects of the final mine feasibility study. At that point, a total of approximately R130 million will have been expended on the project. This final total exceeds the estimate of R80 million to be spent over three years that was published in September 1993 and is due in the main to the addition to the project of the Ulitkomst property and additional work undertaken on the possible development of the Massive Sulphide Body (MSB) which were not contemplated in the original plan. The joint venture partners have now agreed to proceed with the immediate exploitation of the MSB and members are referred to a statement in this regard published in the press on 7 March 1996.

Forzando Coal Mines (Pty) Limited has made good progress in the development of its coal deposit near Bethal. A decision on whether to proceed with an enlarged mine, with production of up to 2 million sales tons per annum, at a total capital cost of approximately R350 million, will be made in the next few months. Detailed studies are presently underway.

The Group continued to contribute to expenditure on exploration activities on areas held under exclusive prospecting licences in Namibia

and Zambia. These activities include airborne and ground geophysical surveys, geochemical surveys and reconnaissance diamond drilling on selected base metal anomalies and occurrences. The Group also continued to contribute to expenditure on geological research to identify target areas with mineral potential elsewhere in Africa.

Exploration expenditure by the Group and its partners, including the acquisition of mineral rights and ancillary costs, amounted to R69,0 million (1994: R58,7 million) for the half-year period. It is expected that expenditure for the half-year to 30 June 1996 will be at a similar level to that of the period to 31 December 1995.

Prospects for year

The Group is budgeting for increased earnings for the year to 30 June 1996.

Exceptional items

Exceptional items consist of the following:

	Half-year ended 31 December	
	1995 Rm	1994 Rm
Net surplus on disposal of investments, subsidiaries and properties	59,5	6,4
Goodwill written off	(4,7)	(14,4)
Other, including restructuring costs	(5,3)	(2,9)
	49,5	(10,9)
Attributable taxation credit	0,1	-
Attributable to outside shareholders (1994: credit)	(22,8)	9,2
	26,8	(1,7)

Investments

During the half-year ended 31 December 1995, the Anglovaal Industries Limited group disposed of its entire interests in associated companies, Control Instruments Group Limited and Gearmax (Pty) Limited. A capital surplus totalling R48,2 million arose on these transactions and is included in exceptional items.

Capital expenditure

The capital expenditure of the Group was as follows:

	Half-year ended 31 December	
	1995 Rm	1994 Rm
To maintain operations	170,3	139,0
To expand operations	123,9	85,1
	294,2	224,1

Commitments for future capital expenditure

Contracted for	228,4	186,2
Authorised, but not contracted for	141,7	102,5
	370,1	288,7

Commitments and contingent liabilities

At 31 December 1995, commitments amounted to R10,3 million (1994: R76,9 million). Contingent liabilities amounted to R45,9 million (1994: R42,9 million).

Certain Group companies entered into forward exchange contracts in the normal course of business.

Comparative figures

Items previously regarded as extraordinary have now been reclassified as exceptional items and reflected as such in the Group income statement. The results for the half-year ended 31 December 1994 and the year ended 30 June 1995 have been restated accordingly.

The Group balance sheet at 31 December 1994 has been restated to reflect the change in accounting policy relating to accounting for goodwill arising on acquisitions which was effective 1 July 1994. The effect of this is a reduction of R560,7 million in the fixed assets previously reported at 31 December 1994, with corresponding reductions of R227,9 million in shareholders' interest and R332,8 million in outside shareholders' interest in subsidiaries. This change had no effect on earnings for the six months ended 31 December 1994.

Review by the independent auditors

The financial information set out herein has been reviewed, but not audited, by Ernst & Young end KPMG, who have issued an unqualified review report.

Interim dividend declaration

Notice is hereby given that interim ordinary dividend No. 100 of 47 cents per share and interim N ordinary dividend No. 12 of 47 cents per share have today been declared payable to holders of ordinary and N ordinary shares, salient dates related to the declaration being as follows:

	1996
Last day to register for dividends and for change of address or dividend instructions	Friday, 22 March
Period during which transfer books and registers of members will be closed (both days inclusive) to determine which members qualify for the dividends	Saturday, 23 to Friday, 29 March
Currency conversion date for sterling payments to shareholders paid from London	Monday, 1 April
Dividend warrants posted/dividends electronically transferred	Friday, 19 April

The dividends are paid subject to conditions which can be inspected at the registered office or the office of the London secretaries of the Company.

For and on behalf of the board

B E Hersov *Chairman*
Clive S Menell *Deputy Chairman*

7 March 1996

Registered office
Anglovaal House
56 Main Street
2001 Johannesburg
South Africa

London secretaries
Anglovaal Trustees Limited
33 Davies Street
London, W1Y 1FN
United Kingdom

Directors: B E Hersov DMS, Hon. LLD (Chairman), Clive S Menell (Deputy Chairman), D O Barber, S L Bernstein Hon. LLD, J J Geldenhuys, J R Hersov, Dr E J Mabusu, R P Menell, J C Robertson, R S Savage, R T Swemmer, R A O Wilson

Group balance sheet

	Reviewed Unaudited		Audited 30 June 1995 Rm
	31 December 1995 Rm	31 December 1994 Rm	
Capital employed			
Shareholders' interest	3 736,5	3 124,7	3 497,8
Outside shareholders' interest in subsidiaries	3 072,8	2 415,7	2 859,4
Total shareholders' interest	6 809,3	5 540,4	6 357,2
Debt capital	200,8	200,5	200,5
Deferred taxation	74,8	85,1	62,0
Long-term borrowings	552,3	478,5	574,7
	7 637,0	6 312,6	7 194,8
Employment of capital			
Fixed assets	3 017,1	2 104,1	2 885,0
Investments	1 922,5	1 812,0	1 863,8
- associated companies and mining subsidiaries			
- listed	1 642,3	1 474,5	1 593,7
- unlisted	108,1	101,3	105,1
	171,1	236,2	165,0
Loans and long-term debtors	119,5	148,3	118,2
Net current assets	2 577,9	2 248,2	2 327,6
Current assets	5 404,3	4 934,2	5 318,5
- inventories and debtors	4 185,1	3 574,3	3 879,5
- deposits and cash	1 219,2	1 359,9	1 439,0
Current liabilities	2 826,4	2 686,0	2 990,9
- interest bearing	602,4	361,2	362,8
- other	2 224,0	2 324,8	2 628,0
	7 637,0	6 312,6	7 194,8
Listed investments, associated companies and mining subsidiaries			
- carrying value	1 302,8	1 167,5	1 259,2
- market value	3 575,1	3 574,0	3 040,1

	Reviewed Unaudited		Audited	
	31 December 1995 Rm	%	30 June 1995 Rm	%
Composition of earnings before exceptional items				
Industrial	164,0	69	149,2	70
Anglovaal Industries Limited	153,8	65	138,2	65
Anglovaal direct investment in National Brands Limited	10,2	4	11,0	5
Mining	61,7	26	46,7	22
The Associated Manganese Mines of South Africa Limited	33,5	14	11,0	5
Middle Witwatersrand (Western Areas) Limited	19,1	8	26,8	13
Anglovaal direct investments - other	8,1	4	8,8	4
Net interest and other	12,7	5	17,0	8
Earnings	238,4	100	212,9	100

	Reviewed Unaudited		Audited	
	31 December 1995 Rm	%	30 June 1995 Rm	%
Net worth calculation*				
Industrial	8 178,7	56	5 612,0	57
Anglovaal Industries Limited	5 878,0	53	5 311,3	54
Anglovaal direct investment in National Brands Limited	300,7	3	300,7	3
Mining	4 510,7	41	4 051,9	41
Anglovaal direct investments	1 998,1	18	2 104,5	21
Middle Witwatersrand (Western Areas) Limited	2 512,8	23	1 947,4	20
Other	192,6	2	106,9	1
Total investment portfolio	10 882,0	99	9 770,8	99
Other net assets	89,5	1	48,8	1
Net worth attributable to shareholders	10 971,5	100	9 819,4	100
Net worth per share (rand)	172		154	

*Listed investments are stated at market value and unlisted investments at cost or directors' valuation.



Gengold Limited
(Registration number 71/05181/00)
("Gengold")

Buffelsfontein Gold Mining Company Limited
(Registration number 05/3394/06)
("Buffelsfontein" or "the Company")



Randgold & Exploration Company Limited
(Registration number 92/08642/00)
("Randgold")



BUFFELSFONTEIN GOLD MINES LIMITED
(Registration number 86/10372/06)
("BGM")

Restructuring of Buffelsfontein and the listing of BGM

1. Introduction

Further to the announcements dated 8 November 1995 and 18 January 1996, ordinary shareholders of Buffelsfontein ("Buffelsfontein ordinary shareholders") are advised that the details of the restructuring of Buffelsfontein have been agreed upon and are set out below.

2. The restructuring of Buffelsfontein

The restructuring of Buffelsfontein will be effected by means of:

2.1 the sale of all the assets of the Buffelsfontein mining division and the assumption of all the liabilities of the Buffelsfontein mining division by a new company, BGM, in exchange for 11 000 000 ordinary shares in BGM ("BGM shares"), in respect of which a fully paid renounceable letter of allocation ("the FLA") will be issued to Buffelsfontein; and

2.2 a scheme of arrangement proposed by BGM between Buffelsfontein and the Buffelsfontein ordinary shareholders ("the scheme") in terms of section 311 of the Companies Act, 1973, as amended, ("the Act"), pursuant to which Buffelsfontein ordinary shares will be converted into redeemable preference shares and redeemed at par plus a premium. The redemption proceeds, which comprise BGM shares, will be distributed to Buffelsfontein ordinary shareholders, registered as such on Friday, 19 April 1996 ("the record date"), in the ratio of 1 (one) BGM share for every 1 (one) Buffelsfontein ordinary share held on the record date, pursuant to the renunciation by Buffelsfontein of its rights under the FLA.

Buffelsfontein ordinary shareholders previously held their interests in the Buffelsfontein mining division via their holdings of Buffelsfontein ordinary shares. As a result of the restructuring of Buffelsfontein, they will now hold the same economic interests in the Buffelsfontein mining division through their holdings of BGM shares. As the exchange ratio is 1 (one) BGM share for every 1 (one) Buffelsfontein ordinary share, Buffelsfontein ordinary shareholders will continue to hold the same number of shares whose earnings and net asset value are not expected to be materially affected by the restructuring. It is anticipated that under the management of Randgold (through First Weesgold Mining (Proprietary) Limited, a wholly owned subsidiary of Randgold ("First Weesgold")), which focuses on the management of marginal mines such as the Buffelsfontein mine and has developed special skills in this area, the life of this Buffelsfontein mine could very well be extended.

Approval has been granted by the Commissioner for Inland Revenue for the restructuring of Buffelsfontein as described above to be categorised as a rationalisation in terms of section 39 of the Taxation Laws Amendment Act, 1994 (Act No. 20 of 1994), as amended, and accordingly to be exempt from transfer duties and recoupment tax.

UAL Merchant Bank Limited has advised the directors of Buffelsfontein that in their opinion the restructuring of Buffelsfontein is fair and reasonable to Buffelsfontein ordinary shareholders.

3. Listings

Subject to the scheme becoming operative, the listings of Buffelsfontein ordinary shares on The Johannesburg Stock Exchange ("the JSE"), the London Stock Exchange ("the LSE") and the Paris Bourse and the inclusion of Buffelsfontein American Depositary Receipts ("ADRs") representing Buffelsfontein ordinary shares in NASDAQ will be terminated from the close of business on Friday, 19 April 1996. Buffelsfontein is to be renamed Beatrix Mining Company Limited and will be a wholly owned subsidiary of Beatrix Mines Limited.

Application has been made for a listing of BGM shares on the JSE with effect from Monday, 22 April 1996 in order that the interests of the Buffelsfontein ordinary shareholders in the Buffelsfontein mining division will continue to be held directly in a listed company and will in fact be unaffected by the restructuring.

The listing of BGM will be in the Gold - "Gloriosorp" sector of the JSE lists and will be under the abbreviated name "Buffs".

4. Management of BGM

With effect from the date of commencement of the due diligence exercise conducted by Randgold at Buffelsfontein, being 8 November 1995, the Buffelsfontein mining division has been jointly managed by Gengold and Randgold in terms of a joint consultancy contract. The Beatrix mining division is managed by Gengold. Subsequent to the implementation of the restructuring, First Weesgold will provide management services to BGM in terms of a new management contract.

5. Approvals required

In order for the scheme to become operative, Buffelsfontein ordinary shareholders will be asked to agree to the scheme at a scheme meeting to be held at 10:00 (South African time) on Tuesday, 9 April 1996 at 6 Holland Street, Johannesburg ("the scheme meeting"). Buffelsfontein ordinary shareholders and the Buffelsfontein preference shareholder will also be asked to approve resolutions regarding the restructuring at a combined general meeting of Buffelsfontein ordinary shareholders and the Buffelsfontein preference shareholder to be held at 10:15 (South African time) or immediately after the scheme meeting, whichever is the later, at the same venue on the same day ("the general meeting").

The implementation of the restructuring is subject to the fulfilment of, inter alia, the following conditions precedent:

- the sale to BGM of the Buffelsfontein mining division becoming unconditional;
- the scheme being agreed to by a majority representing three-quarters of the votes exercisable by scheme members present and voting either in person or by proxy at the scheme meeting;
- the Supreme Court of South Africa (Witwatersrand Local Division) sanctioning the scheme;
- the lodging with and registration by the Registrar of Companies of the special resolutions to be proposed at the general meeting in terms of the Act;
- the passing by Buffelsfontein ordinary shareholders and the Buffelsfontein preference shareholder of all the resolutions to be proposed at the general meeting;
- certified copies of the Order of Court sanctioning the scheme being registered by the Registrar of Companies in terms of the Act; and
- the granting by the JSE of a listing for BGM shares.

7. Important dates and times

	1996
Last day to submit proxy forms for the general meeting by 10:15 (South African time) on	Wednesday, 3 April
Last day to submit proxy forms for the scheme meeting by 10:00 (South African time) on	Thursday, 4 April
Scheme meeting to be held at 10:00 (South African time) on	Tuesday, 9 April
General meeting to be held at 10:15 (South African time) or immediately after the scheme meeting, whichever is the later, on	Tuesday, 9 April
Court hearing to sanction scheme	Tuesday, 16 April
Listings of Buffelsfontein ordinary shares on the JSE, the LSE and the Paris Bourse and the inclusion of Buffelsfontein ADRs in NASDAQ are terminated with effect from the close of business on	Friday, 19 April
Record date for participation in the scheme at 16:30 on	Friday, 19 April
Operative date of the scheme	Monday, 22 April
Listing of BGM shares commences on the JSE on	Monday, 22 April

Any changes to the above dates and times will be published in the press.

8. Documentation

Documentation containing details of the restructuring of Buffelsfontein and incorporating an explanatory statement regarding the scheme as well as the proposed pre-listing statement of BGM will be posted to Buffelsfontein ordinary shareholders and the Buffelsfontein preference shareholder today.

9. BGM share certificates

Buffelsfontein ordinary shareholders, registered as such on the record date, must surrender their documents of title to Buffelsfontein ordinary shares to the transfer secretaries of the Company, Optimum Registrars (Proprietary) Limited, 4th Floor, Edura House, 40 Commissioner Street, Johannesburg, 2001 (PO Box 82391, Marshalltown, 2107) in South Africa or Barclay Registrars, Bourne House, 34 Beckenham Road, Beckenham, Kent, BR3 4TU in the United Kingdom ("the transfer secretaries"). In order to receive BGM share certificates, Buffelsfontein ordinary share certificates will no longer be good for delivery from Monday, 22 April 1996 ("the operative date").

Buffelsfontein ordinary shareholders may choose to surrender their documents of title prior to the scheme and general meetings and such documents of title will be held in trust by the transfer secretaries pending the agreement of shareholders to the scheme and the passing of the resolutions to be proposed at the general meeting. Should the scheme become operative, BGM share certificates will be posted to Buffelsfontein ordinary shareholders within 7 days of the operative date or within 7 days of receipt by the transfer secretaries of the relevant documents of title, whichever is the later date.

Johannesburg
8 March 1996

Merchant bank



RAND MERCHANT BANK LIMITED
(Registration number 88/1598/00)
(Registered bank)

Adviser to the ordinary shareholders of Buffelsfontein



UOL
Merchant Bank Limited
(Reg No 55/03181/04)

Sponsoring broker to BGM



Simpson McKie James Capel
Member ISSAC Group
Simpson McKie James Capel (Pty) Limited
Member of the Johannesburg Stock Exchange
Reg. No. 84/0175/07

Sponsoring broker to Buffelsfontein

FLEMINGMARTIN

Fleming Martin Securities Ltd
Registration Number 92/1416/09
Member of the Johannesburg Stock Exchange

Attorneys to BGM



Bowman Gilfillan Hayman Godfrey
ATTORNEYS
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Attorneys to Buffelsfontein

DENEYS REITZ
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THE PROPERTY MARKET

A global investor's progress

Simon London on a Dutch group's strategy of expanding through ventures with local partners



Recent portfolio addition: the Velizy II shopping centre in Paris which Rodamco has acquired

Most property investors regard real estate as primarily a local business, best practised by those with extensive local knowledge and contacts. Rodamco, the Dutch property company, is trying to prove conventional wisdom wrong by operating on a global scale.

Following rapid expansion over the past three years, the company's investment portfolio is now valued at about F1.8bn (\$4.8bn), with assets spread across western Europe, North America and Asia.

Mr Andrew Walker, property analyst at Paribas Capital Markets, says: "With other property companies reducing their spread of assets worldwide, Rodamco is now the only truly international liquid property company."

The development of Rodamco into a global investor has not been entirely smooth since its creation in 1979. Progress in the early years was slow as the Robeco Group, which had hitherto specialised in bonds and equities, assembled a team of property managers.

An extensive development programme planned in the late 1980s left Rodamco with empty buildings at a time of very weak tenant demand. The darkest hour came in 1990, when Rodamco was forced to abandon its open-ended structure because so many investors were withdrawing cash.

However, the mid-1990s finds Rodamco in a confident mood. Strategic direction has changed, with less emphasis on development and an increased weighting in favour of retail property. About 60 per cent of the portfolio is now in retail.

The company has also become an active participant in the emerging markets of east Asia. It aims to have one quarter of its portfolio invested in these areas and already has F1.2bn committed to the region, from Australia to Singapore to Thailand.

The fruits of this eastward expansion were evident from this week's financial results. Rodamco's European properties declined in value by 1.1 per cent during 1995; its US properties increased in value by only 1.4 per cent; while its Pacific assets advanced by 6.4 per cent.

But Rodamco is not only

expanding in Asia. During 1994 and 1995, the company invested a net F1.4bn in Europe. Big shopping centres have been favoured targets, with acquisitions in France, Spain and Germany.

Expansion has been funded partly with debt, reversing a long-standing policy of not gearing shareholders' funds. A recent \$500m bond issue, bringing gearing to 14 per cent, underlined this change of tack.

Yet for all its corporate trappings, Rodamco retains the tax advantages of a fund. Its tax charge is little more than 2 per cent, which makes it a good vehicle for Dutch pension funds - many of which are switching out of direct ownership of buildings.

"We will never be a highly leveraged company. It is not what the shareholders want," says Mr Wim Dijkema, chief financial officer.

This week's figures were a mixed bag. Net profit declined marginally, reflecting the adverse impact on investment income of lower interest rates. The acid test of Rodamco's international strategy is whether it can keep pace, in the long term, with investors in each local market.

Too often in recent history, cross-border investors have ended up buying the wrong buildings at the wrong point in the cycle, usually to the

delight of their local rivals.

Rodamco's recipe for avoiding similar pitfalls is to use joint ventures with established local partners combined with a network of overseas offices.

"We invest alongside first-class local partners, with equal risk-sharing wherever possible. We also use our local offices as our eyes and ears," says Mr Dijkema.

One advantage of this approach is that Rodamco itself has remained a relatively small organisation. Today it employs 140 people, including administrative staff.

The potential risk is that Rodamco does not have 100 per cent control over many of its assets, especially in North America and Asia. This could be dangerous unless relationships with partners are maintained at a wholly cordial level.

Rodamco believes it can outperform purely local investors by taking an overview of world markets and allocating capital where the growth prospects are brightest.

The company sets benchmarks for each country, demanding an investment return of at least 100 basis points - and usually much more - above government bond yields. Each investment is reviewed annually to see whether it is likely to exceed the benchmark which has been set.

Investments which do not pass the test are sold. For example, Rodamco has sold two of its office investments in Germany over the past year, taking the view that property yields are too low to deliver the required premium over government bonds.

But in spite of its international spread of assets, Rodamco's shareholders remain almost exclusively Dutch. This is something which will have to change if the company has truly global ambitions.

The obvious answer is to list the shares of Rodamco NV, the main holding company, on overseas stock markets. The company's decentralised structure may also allow for a series of sector or country funds which could be listed separately from the holding company.

Rodamco Retail Nederland, which was launched two years ago and is listed in Amsterdam, could point the way forward in this regard.

The launch of further specialist funds would please investors who remain sceptical about the ability of any property company to manage a global portfolio.

Meanwhile shares in the holding company would be available for fund managers who, like Rodamco, want property exposure worldwide.

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WWF
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COMMERCIAL PROPERTY

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TOP OPPORTUNITIES
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The company: A diversified and growing U.S multinational corporation operating globally and employing over 70,000 people.

The opportunity: To join as HR Specialist, reporting to the Vice-President, European Human Resources. Based at the European HQ in South West London you will have responsibility for Recruitment, Training and establishing the Performance Management Programme throughout developing countries.

Key Tasks: You will undertake around 40% travel including visits to the USA to recruit from Business Schools. You will travel to central and eastern Europe, where there is a major investment programme, in order to recruit staff of all disciplines and train local HR personnel. There is also travel to western Europe.

The Person: We're looking for an HR Professional with a minimum of five years commercial experience, at least two of which should have been gained in a corporate Human Resource function. Someone who has worked outside their home country or is used to an international environment. We need a business orientated person, comfortable with speaking to Management at all levels, numerate, able to stand up for themselves and capable of making decisions. Experience of cross discipline recruiting, compensation packages and related tax issues is advantageous.

There is excellent scope for promotion to an international operating role or a UK Managerial position. You'll be joining a company that is committed to the development of its employees and both recognises and rewards their contribution to the growth of the business. Ref: 0444

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BANKING FINANCE & GENERAL APPOINTMENTS

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Global Investment Management Firm
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Our client is a leading investment management firm with more than £35 billion under management, including £500 million+ in Australia.

Reporting to the Chief Investment Officer, the Head of Equities will establish a disciplined investment process to generate the performance required to become a preferred provider of equity and balanced fund management services to institutional clients in Australia and globally.

You should have:

- Minimum of 8 years of equity investment experience in a developed market
- Background in fundamental research
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- Strong academic credentials
- Willingness to relocate to Sydney

The importance of the role dictates a highly competitive salary and benefits package including performance incentives, equity opportunities and relocation expenses.

Please respond in writing to Miller Leake Advertising, 50 Harvey Road, Farnborough, Hampshire GU14 9TW. All applications will be forwarded to the consultant responsible for this assignment.

BANKING FINANCE & GENERAL APPOINTMENTS

Explore the potential of European life insurance markets.

Business Development Manager *German/Italian focus*

General Electric is a diversified technology, manufacturing and services company employing 250,000 people worldwide and generating revenues of more than \$70 billion. GE Capital, one of the largest and most successful financial services companies in the world, is now eager to secure a significant share of the European life insurance and pensions markets. Like all GE businesses, we are setting ourselves very ambitious targets for growth, but we are equally determined that our development strategy for Europe will be based on sound understanding of local markets and a commitment to quality and integrity in service delivery. We are now looking for a high-calibre life insurance professional to accelerate our entry into key European markets, especially Germany and/or Italy.

This is a rare opportunity to build an insurance business from the ground up, in which your entrepreneurial flair and commercial creativity will be supported by the brand heritage and global reach of a leader in financial services. Based in London, and working in a small expert team, you will travel widely within the selected countries, interviewing key people in the local insurance and pensions markets, commissioning and co-ordinating research, analysing industry data and evaluating opportunities. When you have identified potential partners, you will work

with appropriate specialist expertise and resources from wider areas of GE Capital to pursue the transaction to a successful conclusion.

You will already be working at middle management level in the German or Italian life insurance sector or have extensive hands on experience of one of these markets, and you will be skilled in the research, analysis and assessment of international insurance markets. Fluency in German or Italian - both written and spoken - is essential. A flexible and highly motivated team-player, you will combine creative commercial thinking with a rigorously methodical approach to business. GE Capital is a non-hierarchical company in which a willingness to pitch in to meet team objectives is highly valued.

Salary, benefits and bonuses will reflect the decisive contribution we expect you to make in this vital area of our business development strategy. Success in this enterprise will open up a range of career development options: these include wider responsibilities within the business development function, or a line management role within a new insurance business. Please write with a full cv, including details of current salary, to Kathy Woodhouse, Human Resources, GE Capital Europe Limited, Clarges House, 6 - 12 Clarges Street, London W1Y 8DH, England.



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GE Capital Europe

*Not connected with the English Company of a similar name.

SOLAR TURBINES, a Caterpillar Company, is a global leader in the design, development and manufacture of turbomachinery systems for the worldwide oil and gas and power generation markets.

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- Reporting to the Managing Director, the Financial Controller will play a critical role in realising sustained growth and ongoing development of the organisation.
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- The duties of the position will also include treasury/trade financing/receivables responsibility, as well as responsibility for the Company's information systems located in Europe and the use of various financial systems with operations system interface.
- Excellent written and spoken English and French is also a requirement.

The position offers an attractive remuneration package. Interested candidates should apply with CV in strictest confidence to:

SOLAR TURBINES EUROPE
Attn: Managing Director
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To apply, please send your CV including details of your current remuneration to:
Dept 11, Institutional Investor, Imperial Buildings, 56 Kingsway, London WC2B 6DX
Please ensure that your details arrive no later than March 29, 1996



The EIB, the financial institution of the European Union, is currently seeking for its Chief Economist's Department in Luxembourg:

Economists (m/f)



The Chief Economist's Department participates in the Bank's strategic decision-making in areas of finance, corporate planning and lending policies. To this end the Department carries out targeted research in economics and finance, participates in international forums and maintains liaison with counterparts in other international organisations. It provides a stimulating environment for economists interested in policies of the European Union, banking and macroeconomics.

Duties: Financial analysis and macroeconomic analysis. Contribute to the development of Bank policies and strategies. Analyse economic and financial developments in the European Union. Monitor the economic situation in Eastern Europe and other regions of Bank involvement. Participate in the Department's research activities in economics and finance.

For further details, contact Ms Daphne Ventrass on +352 4379 3438.

Qualifications: PhD degree in economics with a strong quantitative background. The ability to work in a team and to tight deadlines is required. Good writing and presentation skills are essential. The suitable candidate would be recruited at a junior level if he/she has no professional experience or at a more senior level if he/she has acquired such experience.

Languages: Perfect knowledge of English or French and good knowledge of the other. Working knowledge of other Community languages would be an advantage.

The EIB offers attractive terms of employment and salary with a wide range of welfare benefits. It is committed to a policy of equal opportunities and applications from women would be particularly welcome.

Applicants, who must be nationals of a Member Country of the European Union, are invited to send their curriculum vitae, in English or French, together with a letter and photograph, quoting the appropriate reference, to: EUROPEAN INVESTMENT BANK, Recruitment Division (Ref. EI 9610), L-2950 LUXEMBOURG. Fax: +352 4379 2545.

Applications will be treated in the strictest confidence and will not be returned.

The Bank regrets that it can only acknowledge receipt of those applications which meet the requirements for this position.

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Analyst for small but high quality City investment business. Experience/judgement an asset as well as sound theoretical qualifications. Will make profitable recommendations based on long term/conceptual/valuation analysis of a streetwise nature. Consistency and originality of view essential. Should be able to produce non-turgid written material for a general audience. Flexible environment, few meetings, plenty of scope, no teenage scribblers. Write to: Box A5292, Financial Times, One Southwark Bridge, London SE1

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Small investment banking business requires graduate manager with 15 years experience in the South African markets. Extensive knowledge of fixed interest, equities and derivatives markets required. Africans speaker required. Detailed CV's to: Box A5291, Financial Times, One Southwark Bridge, London SE1 9PL



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MARKETING SERVICES MANAGER

Due to expansion, Morgan Stanley Asset Management, a key division of the US investment bank is seeking a Manager for its Marketing Services area.

You will be responsible for the day-to-day management of the Marketing Services area, reporting directly to the Head of Operations in London. Your role will include overseeing the completion of Requests for Proposals and all aspects of reporting Morgan Stanley Asset Management's policy, performance and philosophy to consultants. In addition, you will oversee the maintenance of marketing materials and assist with the development of a global database of statistics and information, together with developing systems which will enable the group to meet the needs of clients and consultants in a timely and efficient manner.

You will be educated to a degree standard with at least seven years' experience in the UK/European market in a similar or related role with a consultant or leading financial institution, and preferably with a minimum of two years' management experience. You will be a highly motivated individual who thrives in a challenging environment. You will have a high level of proficiency in mathematics and statistics, strong organisational and analytical skills together with excellent interpersonal and communication skills.

This position offers a challenging career opportunity to the right individual. The rewards and benefits will be commensurate with our status as a major global player in the financial services market.

To apply, please send a full CV and covering letter to: Samantha Pollock, Office of Development, Morgan Stanley, 25 Cabot Square, London E14 4QA. Closing date: 15th March 1996.

MORGAN STANLEY

RECRUITMENT

JOBS: Technology is driving convergence between secretarial and managerial roles

Towards new images of work

Have you ever been working at a computer terminal when it breaks down? What do you do? Perhaps you call the switchboard because this does not happen to you every day.

Very soon a man appears - a technician. There is a slight chance it could be a woman but it is almost always a man. He is wearing a shirt and tie and carrying a case in which he has screwdrivers and pliers. He asks you some questions rather like a doctor asking a patient where it hurts.

You and your terminal are completely in his hands. He carries out the repair and disappears into that mysterious place where technicians live. So where does he fit into the scheme of things? Is he a worker or a manager?

Professor Stephen Barley of Stanford University says in a new paper, *The New World of Work*, published by the British-North American Committee, that we have become conditioned to "western images of work rooted in several fundamental polarities: mental/manual, clean/dirty, educated/uneeducated, white collar/blue collar, manager/worker".

"The first and last term of each polarity," he writes, "anchors the upper and lower

end of a system of status and prestige."

Our images are confused by the computer technician who carries tools like a manual worker but wears a tie like a manager and talks and thinks like the specialist he is.

Is the technician, along with the professional, about to inherit the Earth? If they are, there seems to be little evidence of company management allowing it to happen. Few managements appear to possess technical expertise in computer systems, yet almost all are making decisions about installing or upgrading computer systems in their businesses. How long can this continue?

Barley argues that the job of technician, traditionally a humble role not highly rewarded, is growing increasingly important across the globe with the expansion of science and technology. He quotes research by the US science historian, Derek J. de Solla Price, into the exponential expansion of scientific knowledge since the 17th century. Price observed that 90 per cent of all scientists who have

ever lived are alive today. Barley is joining those futurologists who believe we are entering a new industrial age which is fundamentally altering the organisation of work. As previous columns have noted, it is a controversial area lacking strong empirical evidence.

Some academics have criticised such predictions, arguing that they are often too influenced by trips to Silicon Valley and anecdotal experience. That said, there can be little argument that computers are having an ever-increasing influence on our lives. The systems which run them are attracting an army of skilled, often self-employed people, whose terms are either negotiated individually or by a sourcing agency.

Jobs such as programmer, systems analyst, operations researcher, computer operator and computer repair technician are among the fastest growing, says Barley, who

notes that in north America alone they are expected to provide employment for 2.3m people, or 1.6 per cent of its labour force, by the millennium.

He discusses their impact on managerial and secretarial jobs, suggesting that much management will take on a co-ordinating role between teams of professionals. A study of secretaries at Cornell University found that the spread of personal computers was changing the nature of a secretarial job into that of an administrative or research assistant.

In those circumstances, it may be perceived that the definitions of secretarial and management work are beginning to merge, yet there remains, in most cases, a large gulf between the reward, status and qualifications for the two jobs.

Barley predicts that the technological revolution will produce a more horizontal division of labour, with significant consequences for management. He writes: "Management's tra-

ditional source of legitimacy will begin to wane. Unless managers are technically trained, their claims to be arbiters of technical issues will ring increasingly hollow to employees. Preliminary research suggests that technical workers widely believe executives to be out of touch with the work of the organisations they head."

Barley adds: "The likelihood is that managers, unable to make knowledgeable decisions autocratically, will find themselves relegated to the important but less heady role of co-ordination."

Having said this, he does not deny that managerial hierarchy and technical expertise can work hand in hand, citing the balance achieved by the military.

His observations do not take account of the spread of technical work, particularly of computer data processing, to the emerging nations of Asia. The mobility of much computer work, which can be transmit-

ted in seconds across the world, is bound to have an impact on labour costs, while the ability to skills-source globally will surely remain in the domain of management.

Barley argues, nevertheless, that schools and colleges may need to re-orient the career aspirations of children, upgrading the importance of a technical career.

The New World of Work is published by British-North American Research Association (UK), Grosvenor Gardens House, 35-37 Grosvenor Gardens, London SW1W 0BS, tel 0171 825 6644, price £10. Copies in the US can be obtained from the National Planning Institute, tel 302 894 7622, price \$15.

Foreign climes

The prospect of a foreign assignment is not only something to which many employees aspire, it is increasingly viewed as an essential ingredient in any career path towards top management.

But that foreign posting, when it comes along, may not be as attractive as in the mind's eye. Before accepting it, it would be worthwhile examining whether your prospective working conditions have been taken into consideration when producing the overall package.

Many companies do accept that assignments can offer variable employment and living conditions and will adjust their reward packages or location allowances accordingly. They may take an ad hoc view or use consultants' advice or do both.

ECA International produces a ranking system which recognises that different nationalities have different views of various expatriate assignments. It awards points for such criteria as climate, health, language and culture, goods and services, isolation, social network and leisure, housing and education, personal safety and socio-political tensions.

These rank locations into six categories, starting with rank A for the most attractive and F for the least attractive location. Among western European expatriates, the postings

attracting the least hardship tend to be in their own European neighbourhood, with the addition of the US (New York), Australia, New Zealand and the Netherlands Antilles.

Hong Kong, Malaysia, Singapore and some of the Gulf States are in category B. Dubai gets the same ranking but its neighbouring emirate, Abu Dhabi, is in the C list with Japan, a number of central European countries such as Hungary and the Czech Republic, and some South American and African nations such as Chile and Swaziland.

India, Latvia, Turkey and Cuba are among a long list of countries in category D, while China, Pakistan, Iran, Uganda are in category E. The last ranking, F, is reserved for just four countries: Algeria, Angola, Rwanda and Zaire.

Countries which have changed rankings in the past year due to deteriorating conditions include Japan, Bulgaria, Malawi, Russia, Venezuela and Zaire. Those that improved their ranking are Kuwait, Netherlands Antilles, Peru and Sudan.

Report available to ECA subscribers, tel 0171 351 5000.

Richard Donkin

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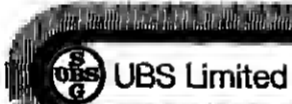
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Mrs Melanie Orlík
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London EC2M 2RH



State Street

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We are looking for individuals with significant knowledge of the securities industry and of fund accounting. You should also have a degree (or equivalent) in Accounting and one to three years related experience. Your excellent communication and interpersonal skills will enable you to establish professional credibility with both senior management and existing clients. Ideally you should have some experience of client development and a track record of improving operating profit margins. A skilled manager of staff, you will also have experience of team development.

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They will also have experience in the use of these instruments in the context of fixed income

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Interested candidates should write to Gavin Starling at Michael Page City, enclosing an up-to-date CV to Page House, 39-41 Parker Street, London WC2B 5LH quoting reference 279621.



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- Numerate, analytical and able to demonstrate a successful background in statistics, finance or actuarial activities.
- Sound understanding of systems and databases in order to utilise appropriate information for modelling purposes.
- Commercially astute, a proven negotiator, with practical business experience gained with an established financial institution.
- High energy team player.
- Keen to work in a complex, dynamic, performance related environment.

JUNIOR ANALYST

JUNIOR TRADER

The firm is a London-based unit of one of the largest and most prestigious US investment management groups. Funds managed in London are invested in all of the major European markets on behalf of institutional/corporate clients. As a result of growth and expansion, we now seek to appoint two additional professionals to our research and investment team. Competitive salary and benefits.

JUNIOR EUROPEAN ANALYST

The Role

- Balance sheet, profit & loss, cash flow statement, and financial ratio analysis
- Database screening, validity checking, and industry analysis
- Prepare detailed analysis on companies through the writing of summary memos on companies

The Qualifications

JUNIOR TRADER

The Role

- Trading function - following the orders given by the Portfolio Managers
- Info gathering - update Portfolio Managers/Analyst of intraday market developments (Top Down) as well as stock related news (Bottom Up)
- Maintenance of a Portfolio building model by updating stock prices/interest rates/currencies and other inputs

مكنا من الاجل

GLOBAL INVESTMENT BANK
Bond Strategists
Germany/France

London-Based

The highly successful Debt Trading Division of this leading global investment bank is supported, in London, by the Fixed Income Research Group, which comprises Quantitative, Tactics and Strategy units. The last of these focuses on forecasting interest rates and formulating economic views extending beyond 3 months, which are then applied to the world's Fixed Income Markets. The unit is expanding owing to internal and external pressure in demand for its services and seeks to hire one German and one French specialist.

Candidate Specification

- Age:** Ideally late 20's to early 30's
- Academic Qualifications:** A good degree in Economics
- Previous Experience:** Ideally 5 years as a Fixed Income Strategist, within a trading room environment and a minimum 2 years spent concentrating on Germany or France. Should have prior experience of presenting to client accounts.
- Character:** Must be able to apply academic strengths rigorously within a market environment. Must be a fluent communicator in both written and oral form. Must be self-assured and able to justify views, whilst contributing fully to the team ethos.
- Languages:** Must be a fluent German/French speaker

As a specialist in the field of Economics applied to Fixed Income Sales and Trading, candidates will be participating in and benefiting from the bank's growth and global ambitions. The company, which recognises that its employees are its most important resource, offers a competitive base salary, a potentially excellent bonus and the usual generous package of benefits.

Interested candidates should write to Andrew Stewart, at BBM Selection, enclosing a full CV, including contact telephone numbers. All applications will be treated in the strictest confidence.

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The position will suit a highly motivated, commercially astute individual, familiar with the complexity of PFI projects, ideally 30-40, either specialising in PFI work at a law firm or with a background in merchant banking. A legal qualification, whilst desirable, is not a prerequisite.

This innovative appointment has the full backing of the partnership and, to reflect its importance, a substantial salary and benefits package will be offered.

For further information in complete confidence, please contact Jonathan Brenner on 0171-377 0510 (0181-940 6848 evenings/weekends) or write to him at Zarak Macrae Brenner, Recruitment Consultants, 37 Sun Street, London EC2M 2PY. Confidential fax 0171-247 5174. E-mail jonathan@zmb.co.uk

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Please send full CV to Douglas Sharf, Solomon Page Group Ltd, 1140 Avenue of the Americas, 14th Floor, New York, NY 10036 Tel +1 212 764 9200 Fax +1 212 944 8737



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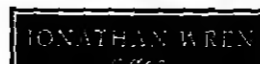
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- Do you have a sense of humour? Humourless people give us and our clients the creeps!

Specialist roles, within the financial sector of the City of London, are growing like fury; generating the need for exceptional young men and women.

If you can answer yes, to the above questions you may, with our help and guidance, find a golden career in the City. We have opportunities in corporate finance, sales, trading, computer systems, credit risk and research so please call us now!

Jonathan Wren & Co Ltd, Financial Recruitment Consultants
Telephone + 44 171 917 2882 from Overseas, 0171 917 2882 from UK



Ref: P30146

banking

FINANCIAL EDITOR

London

A challenging position has arisen for a financial editor to join this existing editorial team based in our Equity Research Division.

The ideal candidate will:

- Be able to demonstrate impeccable English language skills, an excellent sense of organisation and logic and superior proof-reading talent
- Have a strong academic background and financial knowledge
- Be computer literate
- Be able to work to tight deadlines.

Candidates must be prepared to study for and pass the Series 16 exam (Supervisory Analyst).

Interested candidates should send a CV and covering letter to Samantha Pollock, Office of Development, Morgan Stanley UK Group, 25 Cabot Square, Canary Wharf, London E14 4QA. Applications should be clearly marked 'Ref: Editor/Research' and should arrive no later than March 15, 1996.

MORGAN STANLEY
Member of SEA

Schroders Corporate Finance

Schroders is one of the world's premier investment banking groups, with a highly successful track record and a current equity market capitalisation of over £2.4 billion. It has extensive investment banking, asset management, venture capital and trading operations in all the major financial markets.

The European Corporate Finance Division has a strong reputation for delivering added-value services of the highest quality to clients. Superb opportunities now exist at executive level within the Division, based in London, for exceptional individuals keen to develop a career in international corporate finance in the following areas:

UK Corporate Finance

- ◆ The team provides clients with a full range of financial advisory services including advice on public offers and defences, flotations, trade sales, demergers, strategic development, refinancings and equity raising.
- ◆ You will assist in the origination, structuring and execution of a broad range of deals and have the opportunity of working closely with clients.
- ◆ You will integrate quickly in an exciting professional environment where your potential will be fully realised.
- ◆ You should have up to two years' relevant or post qualification work experience gained within the professions, investment banking, industry, consultancy or government.

Ref: FS60304

European Emerging Markets

- ◆ The team is involved in developing and executing transactions in Central and Eastern Europe and in certain Southern European countries, advising both corporates and governments on M&A, privatisation and capital markets transactions.
- ◆ You will work with our team leaders in the origination, structuring and execution of a range of investment banking transactions in a number of countries.
- ◆ You will be based in London with significant overseas travel and have contact with a wide variety of clients at all levels.
- ◆ You should have a minimum of two years' transaction experience with an investment bank plus a genuine interest in working in new markets.
- ◆ Appropriate language skills will be helpful.

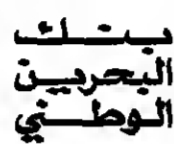
Ref: FS60305

Spanish Team

- ◆ The team is growing, ambitious and has a strong track record in corporate finance and M&A, both domestic and cross border.
- ◆ You will have immediate responsibility for handling transactions and providing a full range of investment banking services, including public and private financing.
- ◆ You will be able to contribute immediately to the success of the team and thrive in an environment of flexible professionalism.
- ◆ Ideally you should have one or two years' transaction experience in an investment bank.
- ◆ Fluent Spanish is essential.

Ref: FS60306

All applicants should be talented graduates with a good degree and possibly a further professional qualification as an ACA or corporate lawyer or an MBA. Candidates should have a proven track record of achievement with demonstrated ability to perform at the highest standard. Creativity and numeracy are essential. Above all, applicants should be team players with first-class communication skills and be pragmatic, with a consistent logical approach. Please send full cv, stating current salary and quoting reference to NBS Selection Ltd, 10 Arthur Street, London EC4R 9AY. Alternatively, for a confidential discussion, please call either Simon Hanley or Ann Sample on 0171 623 1520.



National Bank of Bahrain is a leading commercial bank based in Bahrain in the Arabian Gulf with assets of over US\$ 2.5 billion. As a part of the Bank's plan to consolidate operating performance through better utilisation of its existing assets and selective expansion, NBB invites applications from outstanding investment professionals for the position of:

Senior Portfolio Manager

Major responsibilities:

- ◆ Function as a senior member of the Investments and Trading team and manage the Bank's investment portfolios made up primarily of Fixed and Floating Rate Securities in major currencies.
- ◆ Manage client portfolios.
- ◆ Recommend and implement hedging techniques to protect asset values of both the Bank's and clients' portfolios.
- ◆ Market investment related products and achieve earnings target in marketable securities and portfolio management.
- ◆ Evaluate investment opportunities and recommend dealing strategies and tactics.
- ◆ Coordinate with external Fund Managers and adopt strategies that maximise return on assets.

Position requirements:

- ◆ University Degree.
 - ◆ At least ten years relevant professional experience in portfolio management and securities trading in major currencies including a successful track record of managing a similar profit centre in an international financial institution.
 - ◆ Solid knowledge of and experience in derivative products and markets. Complete familiarity with information and communication systems relevant to investments and Trading with full ability to perform in an automated environment.
- NBB offers an excellent tax free compensation package with the usual expatriate benefits.

Please forward your application to:
Senior Manager, Personnel Administration
National Bank of Bahrain
P O Box 106, Manama, Bahrain

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Junior Customer Access
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MANDARIN CHINESE
Administrators

- ✓ Full training given
 - ✓ Competitive salaries
 - ✓ Excellent benefits
- Please call Mary Lou Hayes at Graduate Appointments
Tel: 0171 379 0333
Fax: 0171 379 0113

Young multi-lingual int'l exp. CEO / CFO with Ph.D. available fluent in oral & written German, Spanish, French & English. Extensive int'l exp. m best references! Avail until I find the best long-term match. Anyone who needs to double profits as I have repeatedly done please contact: Volkmar G Hable A6106 Pulpen, Austria-Europe Daytime: 1-800-851-0088 Home Fax: 011432-6225-63138

Assistant Fund Manager

Global Fixed Income & Currencies

Attractive Salary & Profit Sharing Package

City

Excellent opportunity for a talented professional to join a highly successful London based team with an outstanding investment record.

THE COMPANY

- ◆ Rapidly expanding investment management company with prestigious institutional client list.
- ◆ Global assets of over \$3 billion built up over many years of strong, consistent investment performance.
- ◆ High calibre, stable, professional investment team. Excellent record of career development.

THE POSITION

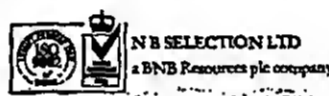
- ◆ Important research role in flourishing Global Fixed Income and Currencies team.

- ◆ Increasing involvement in fund management, client liaison and marketing activities with experience. Travel necessary.

QUALIFICATIONS

- ◆ Numerate graduate/professional with strong spreadsheet skills. Min 2 years' experience of financial analysis.
- ◆ Good knowledge of mathematical statistics.
- ◆ Ambitious, confident team player. Excellent interpersonal and communication skills.

Please send full cv, stating salary, quoting ref FS60302, to NBS, 10 Arthur Street, London EC4R 9AY



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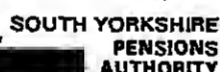
SOUTH YORKSHIRE PENSIONS AUTHORITY PRINCIPAL INVESTMENT MANAGER

£25,020 - £26,802

The Authority manages pension funds valued at over £1.4bn and seeks a high calibre individual to join its small but highly regarded fund management team. The successful applicant will hold the IMC qualification, ideally IMR qualified, be self motivated and open minded, realistic and down to earth with a logical and well reasoned approach and will not be afraid to face challenges.

Although the primary emphasis of the job will be UK equity stock selection some knowledge of non UK markets would be an advantage. Being part of this small team requires somebody who is flexible and mobile in their approach. It will reward those who relish the opportunity to explore and can act on their own initiative.

Interested candidates can obtain an application form and further details from Mrs Joy Eaton, PO Box 37, 18 Regent Street, Barnsley, South Yorkshire S70 2PQ. Tel (01226) 772859. Closing date 20 March 1996. Regulated by IMRO in the conduct of Investment Business



WHN Inc. is a leading and dynamic information research and communications organisation. The global expansion of our Financial Services Sector currently requires the professional services of seasoned, highly effective and successful

BROKERS & FINANCIAL CONSULTANTS

Experienced in sales of either Equities, Bonds, Commodities, Forex or other financial products.

The successful independent minded candidates should possess the following attributes:

- Desire for exceptionally high income
- Dedicated and self motivating personality
- Full-Time participation
- Self sufficient and able to work for above average commission basis only
- Upwardly mobile and available for immediate relocation in the Netherlands.
- Availability for international travel to meet clients when necessary

For interviews and appointments to be arranged in London and for enquiries regarding overseas representation, kindly respond to:

WHN Inc.

Mr Jack Weibel, Human Resources Department
World Trade Centre, Southwark Lane 1141
1077 2x Amsterdam, The Netherlands
Tel: +31 20 673 9965 Fax: +31 20 679 0516

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please call:

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on
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Toby Finden-Crofts on
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SENIOR INSTITUTIONAL FIXED INCOME SALESPERSON

A leading US Securities firm seeks a senior institutional fixed income salesperson to develop a Far Eastern client base. The individual would be based in London. The firm specialises in US treasuries, mortgage backed and asset backed securities and the associated derivative products. The ideal candidate would have at least 2 years experience in institutional sales covering Far Eastern accounts at a major financial institution. Compensation is based upon performance but the package is at the upper end of industry standards. Benefits are at industry standard. Candidates should respond by sending your C.V. to:

Msy Marla White
7th Floor, 1 Jernyn St London SW1Y 4UH
Fax: 0171 839 5457

ACCOUNTANCY APPOINTMENTS

Group Financial Controller

Multisite Retail

c.£40,000 + Bonus + Car

Midlands

Outstanding opportunity for accomplished finance professional with dynamic expanding retailer at critical stage of growth.

THE COMPANY

- ◆ Profitable national, multisite retailer. Turnover £100m through 100+ outlets.
- ◆ Business built on innovation and market awareness. Reputation for quality and value.
- ◆ Highly-focused corporate office, committed to continuing development of management information systems and controls.

THE POSITION

- ◆ Report to Group Finance Director. Monthly report commentary and analysis 5 days after month end. 18 staff.
- ◆ Full responsibility for all financial and management accounting, treasury, forecast and purchasing exposure.

- ◆ Manage strategic IT projects, enhancing EPOS and purchasing systems. Prepare and maintain budgets, short and long-term forecasts.

QUALIFICATIONS

- ◆ Graduate calibre, qualified accountant, with proven record of financial management in multisite retail environment.
- ◆ Commercial acumen, understanding of retail. Stringent cost, stock and staff control, IT and systems literate.
- ◆ Committed, tenacious and detail conscious. Able to work under pressure and manage staff. Sense of humour.

Please send full cv, stating salary, ref B160206, to NBS, Berwick House, 35 Livery Street, Birmingham B3 2PB



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HONDA

Financial Controller

Attractive Package

West London

Honda is world renowned for the excellence in quality and performance of its products. Working within Honda UK, the sales and marketing arm of Honda Motor Europe Ltd, this key role provides financial advice and direction to a rapidly-expanding £90m business area covering motorcycles and power equipment.

THE POSITION

- ◆ Strong commercial remit, responsible for building and developing business partnerships with operational management.
- ◆ Emphasis on planning and budgeting procedures. Implementation of forecasting systems and enhancement of management and control of divisional assets. Involvement in introduction of SAP system.
- ◆ Responsibility for divisional management accounting. Reporting to UK Head of Finance and responsible for a team of five.

QUALIFICATIONS

- ◆ Qualified accountant, aged 30-40. Commercially astute and technically proficient. IT literate.
- ◆ Positive influence and persuader. Long-term thinker. Interested in product range.
- ◆ Proven experience of managing and motivating a team. Strong communication skills.
- ◆ Mature, confident and results driven. Disciplined and organised. Potential for further development.

Please send full cv, stating salary, ref LG60301, to NBS, 54 Jernyn Street, London SW1Y 6LX



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مكنا من الأجر

K/F ASSOCIATES

ROBINFREY CARREIROBAM INTERNATIONAL

Liz Claiborne Inc. is a US-based designer and marketer of an extensive range of women's and men's apparel with current worldwide revenues exceeding \$2 billion. The company's principal lines are generally considered to be designer fashion, but at a price which offers its customers unusually high quality and value. Liz Claiborne Inc. has now formulated an ambitious strategy to dramatically increase its market share in Europe through an expansion of its product ranges and by further penetration into European markets. An exceptional Director of Finance and Administration is now sought as a member of the front line management team, to work with the Head of European Operations, the General Managers of Sales and Merchandising and with other key functions to spearhead and manage this new European initiative.

The Position

- Report to the Head of European Operations with functional 'dotted line' to the US.
- Overall responsibility for financial and information systems within Europe.
- Assist the executive team with the development of the planning cycle; analyse and evaluate a wide range of business propositions.
- Manage, motivate and develop financial management and administrative staff.
- Lead the IT development programme.

The Requirements

- A professionally qualified accountant and a European national. English is essential and fluency in other European languages would be useful.
- A clear, successful track record as a Financial Controller or Financial Director within an independent business or a stand alone subsidiary of a larger group.
- Experience in a US multinational with an understanding of US GAAP.
- Prior experience in retail, distribution or wholesaling, ideally in apparel.
- An approachable, hands-on team player with excellent communication skills.

Please send your CV with current salary details to:
Geoffrey Mather, K/F Associates, 252 Regent Street, London W1R 6HL, quoting ref: 598018, alternatively by e-mail to cm@kfaeurope.com

Internet Home Page: <http://www.kfaeurope.com/kfaeurope/>

FINANCIAL CONTROLLER

London c.£45,000 + Car + Benefits

This position represents an unparalleled opportunity within the trading operation of a prestigious international group. As a newly created role there is strong potential for career development and progression.

THE COMPANY

- UK subsidiary of a worldwide trading operation
- Part of a \$1.5 billion turnover US industrial multinational
- Leading trader of precious metals expanding into base metals
- Extensive industrial client base
- Strong performer with consistent growth in turnover and profit
- Entrepreneurial business style; dynamic and fast moving environment

THE PERSON

- Graduate ACA/CIMA/ACCA with at least 4 years ppe
- Age indicator 30-35
- Commercially driven with exceptional communication skills
- Proven track record of achievement to date
- Exposure to international trading environment from either commerce or practice
- Knowledge of SFA regulatory requirements would be advantageous
- Systems literate

THE ROLE

- Reporting to the FD, your brief will be to maximise performance through continual risk analysis and strong financial control
- Interfacing with trading and operations staff, you will assure the provision of vital financial information
- Commercial analysis and strategic review
- Improvement and enhancement of reporting processes
- Advisor on SFA compliance work
- Completion of statutory and tax reporting requirements

Please contact our advising consultants Sharmila Sharon Parekh or James Heath at Executive Match oo 0171 872 5544, or write enclosing your CV quoting reference J/409 to them at:

EXECUTIVE MATCH
1 Northumberland Avenue,
Trafalgar Square,
London WC2N 5BW
(Fax: 0171 753 2745)

Finance Director

Isle of Man c.£55,000 + Benefits

Our client is an autonomous subsidiary of a major financial services organisation with an enviable market position and significant plans for future development. In order to support these strategies, they seek to strengthen their management team through the appointment of a high calibre Finance Director.

Reporting to the Managing Director, you will assume full responsibility for Finance, Actuarial, Legal and Human Resources, managing a team of around 40 staff. Specific objectives include the development and implementation of a HR strategy that is fundamental to the success of the business. As a key member of a closely knit management team, you will be expected to provide strong financial leadership and have a significant influence on the future of the business.

Candidates, aged 35-45, will be qualified accountants with a proven track record of achievement having operated at a senior level influencing and delivering business strategy, preferably with experience of entering new markets and product launches. Essential personal qualities include outstanding communication skills, strong personal presence and maturity along with a tough minded approach to business control. A comprehensive relocation package will be available if necessary and it should be noted that residents of the Isle of Man enjoy a more favourable tax regime.

Interested candidates should forward a comprehensive curriculum vitae to Stephen Banks ACMA, Michael Page Finance, Clarendon House, 81 Mosley Street, Manchester M2 3LQ or fax to 0161 236 6961 quoting reference 277202.

MP
Michael Page Finance
Specialists in Financial Recruitment
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Director of Finance

"Shaping and underpinning a successful growth strategy"
London ♦ Around £80,000 plus excellent benefits

The management consultancy arm of one of the world's most prestigious and leading professional services firms is enjoying heady growth and is targeted for impressive expansion during the course of the next three years. Building upon their reputation for excellence they will continue to expand their market share by winning and delivering the highest quality services in their chosen market sectors. The newly created role of Director of Finance reports to the Executive Committee and is a member of the Senior Management Team.

Broad accountability exists which encompasses strategy development and business planning processes combined with the assertion of firm operational control. This is an intellectually challenging environment which demands quick, yet effective thinking combined with a great capacity for work. The successful candidate (likely to be aged between 35-45 years) must be able to demonstrate experience of operating as a financially responsible business manager at Board level in a growing services company with an annual turnover exceeding £75m.

You must also demonstrate:

- academic and professional qualification achievement
- sharp business focus and commercial inclination
- record in developing a business through rapid growth and change
- goal orientation and the will to succeed
- a positive personality, excellent communication skills and a strong intellect
- creative leadership with business maturity

This is a high visibility role which will provide a superb springboard for further career advancement.

To be considered for this position, please send your CV to our Advising Consultant, Marion Radford at CTA International Search and Selection, Staverton House, 3-5 Easthampstead Road, Wokingham, Berkshire RG40 2EH, Tel: 01734 771100 Fax: 01734 771223, quoting reference: MR/1080.

CTA
International
Search & Selection

Director of Finance

Healthcare Sector East Midlands

£55-60,000 + Benefits

Board level position with responsibility for leading customer-focused finance function in demanding environment.

THE TRUST

- Well established, highly regarded NHS Trust. Over £100m annual income, c.1300 beds.
- Wide-ranging, clinical healthcare services provider. Centre of excellence in teaching and academic research.
- Attractive campus. Professional, friendly environment. Forward-thinking management team.

THE POSITION

- Report to Chief Executive. Bring clarity and leadership to finance function. Contribute to corporate policy and strategy.
- Improve cost-effectiveness, service levels and competitiveness. Review and improve operating procedures.

Build strong working relationships with clinicians. Provide advice. Add value.

QUALIFICATIONS

- Accountancy qualification. Probably a graduate. Senior level experience gained in complex £50+ million organisation in NHS, public or private sector.
- Rigorous financial technique with customer-oriented approach. Able to establish credibility at all levels. Exceptional listening and communication skills.
- Team player. Resourceful, can work effectively under pressure. Sound judgement. Ability to prioritise issues and deliver results.

Please send full cv, stating salary, ref B160205, to NBS, Berwick House, 35 Livery Street, Birmingham B3 2PB

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FINANCIAL PLANNING & ANALYSIS MANAGER

Paris

Boston Scientific is a worldwide developer, manufacturer and marketer of medical devices. The Company's products are used in a broad range of minimally interventional medical specialties.

As a result of new acquisitions and the broadening and consolidation of existing franchises, we have changed ourselves into a truly global enterprise, strengthening our financial position (worldwide turnover exceeding US\$ 1 billion) and retaining our focus on our customers.

At our European Headquarters near Paris, we now need an exceptional Financial Planning and Analysis Manager. In this newly created position you will be reporting to the Vice President of Finance, Europe and work in close collaboration with the Vice President and Marketing Director of SciMed (our Cardiology Division). You will take responsibility for the financial planning, budget forecasts and analysis of the group's European activities and the preparation of the annual budget. Key activities will include the preparation of monthly business reports for each country and the whole of Europe, analysing and interpreting operating variances, investment analysis and coordinating monthly forecasts. Additionally, you will undertake a number of specific financial analyses. Finally, you will prepare presentation schedules for executive meetings and take a crucial part in the decisions and recommendations relating to price setting and the allocation and forecasting of resources.

Ideally you will be a graduate, qualified Accountant or MBA with 3-5 years' minimum post-qualification experience gained within a multinational environment, preferably in healthcare, manufacturing or a high-technology environment.

Fluent in a second European language, you should have good written and oral communication skills and be PC literate. Analytical, outgoing and articulate, you have a hands-on approach and show initiative, adaptability and resourcefulness.

Please send your career details, quoting ref: KFF695150, to Boston Scientific Corporation, Immeuble Vision Défense, 91 Boulevard National, F-92257 La Garenne Colombes, France. Alternatively you can fax your details to us on (00 33 1) 46 49 86 89.

Boston Scientific Corporation

Finance Director

World Class Manufacturing M3 Corridor

c.£60,000 package + benefits

Challenging role within a profitable £20m turnover international market-leading business which operates in a highly autonomous fashion within one of the UK's most respected and successful quoted electronics and engineering groups. The key challenge is to provide first-class financial management and business appraisal to ensure that an ambitious but realistic international expansion programme is effectively delivered.

THE ROLE

- Reporting to the MD, providing an authoritative and timely financial management and control service, supported by an established team, to drive cost reduction programmes and facilitate planned international growth.
- Developing and leading the accounts teams, both in the UK and overseas, ensuring tight group reporting is maintained whilst implementing a new fully integrated system.
- Progressively contributing to strategic management, evaluating new business opportunities and the integration of potential acquisitions.

THE QUALIFICATIONS

- Robust and energetic accountant, aged 30+ with first-class costing, management reporting and IT skills honed in an international world-class manufacturer.
- Ambitious and tenacious leader with strong interpersonal skills. Team player with affinity to bespoke high-quality manufacturing processes.
- Disciplined analyst and negotiator able to evaluate business development opportunities and allocate resources. Capable of assuming a broader management role in due course.

Leeds 0115 2307774
London 0171 493 1238
Manchester 0161 499 1700

Selector Europe
Spencer Stuart

Please reply with full details to:
Selector Europe, 16 Connaught Place,
London W1 2ED

FINANCE DIRECTOR

Exciting Profitable Growth

Our client, a profitable and rapidly growing company with a current turnover c£40m, as well as a well-respected name in its highly competitive market, now seeks to make this key appointment.

Specific responsibilities will include:

- Effective management and development of all aspects of the finance function.
- Practical input on day-to-day operational activities.
- Commercial analysis and advice to assist in driving the business forward.
- Staff leadership and motivation.

Central London

c.£65,000, Car, Benefits

Commercial skills and personal qualities are the essential ingredients for the qualified accountant, with a broad financial background, to succeed in this role. In addition to strong technical knowledge you must demonstrate a truly common sense approach to business analysis and development. You must possess a good track of real achievement and contribution and be personally credible to your peer group as well as to your staff. Likewise you must demonstrate realistic entrepreneurial flair in addition to an ability to isolate key, immediate issues. The challenge of the role is substantial, varied and demanding, but the opportunity and potential are equally great.

Interested candidates should write with full CV, quoting current rewards package, to Karen Wilson, Hoggett Bowers, 7-9 Bream's Buildings, Chancery Lane, London ECA 4A 1DY, Tel: 0171 430 9000, Fax: 0171 405 5995 quoting ref: HKW/16143/PT.

Hoggett Bowers

THE PSD GROUP

Outstanding Opportunities in European Corporate Finance

Highly Attractive Package

UBS is one of the world's largest banks and is a growing force in integrated investment banking. As one of only three AAA-rated financial institutions in the world and the largest Swiss Bank, we are strong in corporate finance, a dominant European equity house, and one of the top lead managers on the issuance of bonds, equities and international syndicated loans. UBS is now poised to realise its objective of becoming a market leader in global investment banking and to do this we must attract and develop the very best people.

Consistently ranked as a top European adviser, UBS offers strategic and tactical advice on mergers, acquisitions and capital raising. Recent high profile transactions include the Forte defence, Preussag's successful bid for Elco and leading the adidas, Merck and Clariant IPOs. Increasing business volumes have resulted in a requirement for a number of talented individuals to join our European Corporate Finance Division.

Candidates will fall into one of the following categories:

- Recently qualified ACAs, MBAs from leading business schools, strategy consultants or graduates from competitor institutions with 2-3 years' corporate finance transaction experience;

OR

- Individuals with the above professional qualifications or backgrounds, and an additional 2-3 years' transaction experience gained in either a rival institution or strategy consultancy.

At both levels, applications are also invited from individuals working within the analytical or strategic functions of 'Blue Chip'/Multinational companies with emphasis on the following sectors: telecommunications, financial institutions, electrical utilities, chemicals, oil and gas, pharmaceuticals, paper and packaging, automotive engineering, hotels and leisure, transport and consumer goods.

All applicants should exhibit strong interpersonal skills, academic excellence, commercial acumen and an entrepreneurial spirit.

European language skills will be advantageous.

Successful candidates will join a meritocratic environment committed to further training, individual development and long-term career planning.

Interested applicants should forward a CV in the strictest confidence to Guy Townsend or Brian Hamill at the address below, quoting reference GT 2187. All direct responses will be forwarded to:

Guy Townsend/Brian Hamill
103-105 Jermyn Street
St James's
London SW1Y 6EE

UBS Limited

An Exceptional Strategic Opportunity with a world class consumer goods company

Corporate Finance Manager

London
Package to £90,000

PepsiCo is one of the world's most successful consumer products companies. With 471,000 employees in more than 175 countries, the corporation is an international leader in beverages, the world's largest producer of salty snack foods and the world's largest operator of quick service restaurants. The company has continued to aggressively expand its global businesses through a mixture of organic growth and acquisition.

Recent internal promotion has created the need for an exceptional individual to join the International Corporate Finance department, based in London and responsible for Europe, the Middle East and Africa. Reporting to the team Director and working within a high calibre professional function, the successful candidate will be responsible for managing the financing of a number of PepsiCo's international operations. Specifically this will include:

- Working closely with operational management and area CEOs/MDs on major acquisition and funding strategies.
- Constantly interacting with group Tax, Legal and Accounting functions in addition to external banks/advisors.
- Evaluating, developing and funding major internal investments.
- Strategically reviewing country operations and recommending structural changes where necessary.
- Working closely with divisions to increase profitability through improved efficiency in financial transactions.



This opportunity will appeal to a highly commercial ACA, MBA or financially orientated generalist (aged 28-35) with 3-4 years relevant experience in a major multi-national corporation. Previous exposure to complex treasury and taxation (US and International) functions is highly desirable. Strong leadership and communication skills are essential as is the ability to manage high calibre cross functional teams on significant international projects.

The rewards include an exceptional benefits package comprising attractive basic salary, high bonus, company car allowance, and generous share option scheme. In addition, the opportunity to develop a 'fast track' career is unrivalled in what is a highly meritocratic environment.

Interested applicants should write, enclosing a brief resume, quoting reference BH2352, to our retained consultants, Brian Hamill or Robert Walker at Walker Hamill Executive Selection, 103-105 Jermyn Street, London SW1Y 6EE. Tel: 071 839 4444. Fax: 071 839 5857. Any applications made directly to PepsiCo will be forwarded to Walker Hamill.

PEPSICO

BBC

Ambitious Finance Professionals

BBC Worldwide Publishing distributes BBC programmes and other intellectual property in all international publishing markets, including magazines, home video, books, audio and multimedia. Turnover is in excess of \$200 million and growing. Three opportunities have now arisen for ambitious, commercially minded, qualified accountants to contribute to the success of the company's growth strategy. Opportunities for longer term career development are good.

To succeed in these positions, you will need to have excellent analytical skills, commercial awareness and the ability to communicate with and win the confidence of managers from all disciplines. You will also have good spreadsheet and other PC skills and a rigorous, questioning approach.

Based West London.

Interested candidates should send their CV and a covering letter (stating current salary) indicating which position they are seeking (quote appropriate ref.) to Paula Horaby, BBC Worldwide Publishing, Room A3078, Woodlands, 80 Wood Lane London W12 0TT by March 18th.

WORKING FOR EQUALITY OF OPPORTUNITY

Finance Managers -

New Media & Home Video

Salary c. £35,000 p.a. plus bonus

Reporting to the Finance and Commercial Director but working closely alongside the Directors of New Media and Consumer Publishing respectively, the Finance Managers will be responsible for providing management accounting, commercial support and financial analysis to their businesses, in particular:

- analysing new investments and business opportunities, including deal support.
- interpreting and making key decisions on the management accounts.
- presenting budgets and forecasts.
- advising on working capital management.
- analysing product and area profitability.
- managing royalty accounting.

(Ref: 21274/F)

Management

Accountant

Salary c. £30,000 p.a. plus bonus

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- conducting financial analyses across the whole of the BBC Worldwide Publishing business.
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(Ref: 21278/F)

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To apply for this role, you should be a qualified accountant with considerable big ticket leasing experience. Cross-border leasing experience, trade finance experience, some ability in the Russian language or work experience in Russia would be an advantage.

You should be a commercial individual, able to take decisions and to work in a small team, and deal with and understand different cultures. You are likely to be aged 32 to 48. This is an excellent, demanding and wide-ranging commercial, financial management role in an international group.

To apply or find out more, please forward your CV to:

Mark Masson CA at GMS, Goodman Masson Shaw, Crusader House, 143-157 St John Street, London EC1V 4JL. Tel: 0171 336 7711 or Fax your CV on: 0171 336 7792

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- Expatriate (preferably with knowledge of Russian language) or Russian native with excellent English and a number of years experience in a western firm.
- Qualifications and Experience should permit the candidate to formulate and manage the Financial Strategy of the Company within the frame of the Corporate Commercial Strategy. Develop the financial/accounting department, automated operating system, organize and supervise the accounting department O&M and systems and procedures.
- Must be able to make an immediate contribution to the commercial strategy and development of the Group.
- Leadership and communications skills, with the ability to participate in high level meetings/negotiations.
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If you think you have what it takes to be a GE business leader, post or fax your cv to the consultants advising on these appointments, Alderwick Consulting, 95 Fetter Lane, London EC4A 1EP. Fax: (+44) 171 242 5560. For more information, call us on (+44) 171 242 9191 (weekdays) and (+44) 171 467 1408 or (+44) 181 607 9621 (evenings & weekends). Please note: any applications sent directly to GE will be forwarded to Alderwick Consulting Limited.



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Director Financiero Madrid

Hertz de España SA, la subsidiaria, autónoma de la Compañía de alquiler de coches, necesita un Director Financiero muy enérgico y motivado para reforzar su equipo actual de Directores.

Además de dominar tanto el idioma español, como el inglés, el candidato deberá contar con una amplia experiencia en dirección, con capacidad demostrable para reconocer y optimizar las oportunidades comerciales sin comprometer los más altos estándares éticos, al tiempo que mantiene unos controles rigurosos dentro de la Organización. El candidato/candidata controlará un Departamento de cincuenta personas, y será responsable de muchos aspectos, incluyendo Cuentas a Cobrar, Contabilidad General, Tributación, Financiación y Planificación Comercial Estratégica. Será esencial tener experiencia previa en un puesto similar.

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Capacidad de comunicarse al más alto nivel
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● El salario y los beneficios adicionales, se corresponderán con la importancia del puesto.

● Por favor envíe su CV a James Shipside, Personnel Manager, Hertz Europe Limited, 700 Bath Road, Cranford, Middlesex TW5 9SW.

● Las entrevistas se celebrarán en España o en Inglaterra.



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Luton

£40,000 + car + benefits

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Reporting directly to the Managing Director and liaising with the German Head Office, you will be responsible for all financial and management reporting plus all administration matters in the UK. You will also be expected to be involved with the commercial strategic development and management of the Company.

Candidates will need to have at least 5 years commercial experience, latterly at a senior level and be particularly IT systems orientated. The ability to build and manage a small and dedicated team is a prerequisite as is the ability to present detailed analytical information to non-financial staff.

Interested candidates should send a curriculum vitae, quoting reference no. 2602 to:



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Peter Reader
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Financial Controller

North West

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Chief Investment Officer

London - City

Attractive package

Our client is one of the world's leading providers of insurance and financial services with worldwide assets under management of \$80bn. Due to a new phase of expansion and development, the international investment product division is seeking to recruit a high calibre individual to join the London based team.

This is a high profile role concentrating on the development, implementation and promotion of a global investment strategy. It includes developing investment products and fund objectives. Additional responsibilities will involve asset allocation and the selection and monitoring of third party fund managers, both in the UK and overseas. This role will suit a flexible individual with excellent technical, communication and

management skills who can develop effective relationships with a range of people on an international basis.

Candidates will need at least ten years' experience in investment management, some of which must have included international exposure. You are likely to have a quantitative background and an MBA, whilst additional European language skills would be a distinct advantage. You must be willing to travel and the Group can offer excellent career prospects on a world wide basis.

Interested candidates should send comprehensive CVs and salary details, quoting reference CT303 to Janina Harper at KPMG Selection & Search, 1-2 Dorset Rise, Blackfriars, London EC4Y 8AE.

KPMG Selection & Search

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Central London

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Ideally you will have experience of advising clients on investigations, public offerings, venture capital and M&A transactions or you may be an audit manager with some investigations experience who wants a full time corporate finance role. The ability to focus on essentials, communicate effectively and build relationships are required.

You will work closely with three specialist partners in a high profile department with a flat structure and be given a high degree of responsibility.

If you can contribute to maintaining the quality of our business and want to achieve partnership, please write enclosing a full C.V., quoting reference number 1940 to:



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IT Senior Appointments

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General Electric is a diversified technology, manufacturing and services company employing 260,000 people worldwide and generating revenues in excess of \$70 billion. Among 12 major businesses ranging from aircraft engines to broadcasting, GE Capital is one of the largest and most successful financial services companies in the world. Global Consumer Finance is one of its core businesses, providing a range of retail consumer finance packages through partnerships with prestigious blue-chip clients. We are now looking for highly skilled people who can contribute to our continued expansion throughout the UK and within emerging European markets.

You will be instrumental in creating a centre of excellence capable of supporting our leading edge database marketing operation. The work will include providing marketing data analysis, risk analysis, next generation marketing and risk modelling, system development and the presentation of results to senior level personnel.

We need high-calibre individuals, with at least a good first degree in a numerate discipline, supported by a minimum of three years' experience in data analysis/modelling and a high level of computer literacy. You should be able to demonstrate an in-depth knowledge of modern database & analysis technologies. Alongside your technical expertise, you must have impressive communication skills, a commitment to teamworking and an inherent drive for excellence. Previous retail or consumer finance industry experience while not essential, would prove useful.

We are offering substantial salary and benefits packages designed to attract the very best people on the market. For the right people, there will also be first-class prospects for career development and diversification both within GE Capital and other GE companies.

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Due to continued expansion we have recently appointed Edward Hunter Blair who has global responsibility for recruiting within the Information Systems and Technology sector.

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Location: West London

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Senior Sales Executives

Europe

Senior Sales Executive

Strategic Accounts

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Naturally, every possible support will be available to you to assist you in your efforts, however, you must already have the sales skills, drive and initiative necessary to open new doors and significantly extend the company's client base. Ref: HN1894FT.

This is a classic new role for the more experienced Salesman who enjoys dealing at the highest level and who has the capability to negotiate Europeanwide and/or Global agreements with the most senior people in the world's major international banking organisations.

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Ref: HN1895FT.

Both of these positions report to the Sales Director and carry high basic salaries and as befits a company in aggressive growth mode, the targets are very achievable with major rewards for over-achievement and no limit on earnings. There is also a full benefits package including health and pension schemes and executive car.

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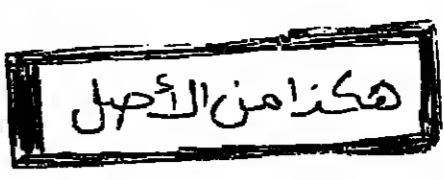
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COMMODITIES AND AGRICULTURE

MARKET REPORT

Oil prices strengthen as refiners hunt for supplies

By Robert Corzine

Oil prices firmed yesterday as refiners continued to scramble for supplies. The price of the benchmark Brent blend for April delivery was \$18.30 a barrel in late London trading, 15 cents up on Wednesday's closing price.

cold weather or a possible disruption of supplies. The rise in the prompt price has been "extraordinary", said Mr Lindsay Horn, a trader with Lehman Brothers investment bank in London.

factor affecting the call on Opec crude will be the extent to which OECD stocks are rebuilt from the current, historically low levels," it said. The agency estimated that the call on Opec crude oil plus stock changes would average 24.4m barrels a day in the remaining three quarters of 1996.

Low grain stocks prompt set-aside debate

Geoff Tansey on estimates that the 1996 grain harvest has to be 9% higher than last year

European and American farmers may have to bring set-aside agricultural land back into production in order to rebuild low world grain stocks, according to Mr Lester Brown, director of the Worldwatch Institute, a think-tank which monitors food availability.

weather this year could send prices skyrocketing, because world grain stocks are so low. However he added that "with normal weather, prices should fall this year as grain production increases faster than consumption".

The 1995 grain harvest of 1.685tn tonnes was 65m tonnes below grain consumption, with the result that carry-over stocks dropped from 296m tonnes in 1995 to 231m tonnes in 1996, according to Mr Brown.

Such estimates are too high according to Mr Nicholas Alexandratos, chief of the Global Perspective Studies Unit at the UN Food and Agriculture Organisation.

China's import requirements are likely to be about 30m tonnes to 50m tonnes in 30 years, he said. Mr Alexandratos also rejects Mr Brown's assumption of a drastic decline in the rate of growth of world cereal production to an estimated 0.5 per cent a year, although he accepts that the rate might be lower than it has been in the past.

Delays over land dispute may threaten Queensland zinc mine

By Nikki Tall, in Melbourne

The US\$800m Century zinc project in northern Queensland could be in doubt because of delays caused by negotiations with local aboriginal groups, RTZ-CRA, the Anglo-Australian mining group, hinted yesterday.

ing from Century by 1998 to meet these environmental commitments. But the timing of the Century mine development has become uncertain because the High Court, Australia's highest judicial authority, ruled that a native title claim by the Waanyi people for land encompassing the mine site could be registered with the new Native Title Tribunal.

that the Century project might have to be scaled down, putting its viability in question. More positively Mr Davis, speaking during the presentation of RTZ-CRA's results, said the group had already looked at the possibility of uranium mining developments in Australia in the wake of last week's federal election results.

Grenada suspends banana exports over quality fears

By Canute James, in Kingston

Banana exports from Grenada have been suspended because of poor quality fruit, according to the Windward Islands Banana Development Company, the main marketing agency in the islands of Dominica, Grenada, St Lucia and St Vincent.

because our quality is indeed terrible," said Mr Dudley Andrew, chairman of Grenada's banana producers' union, after the one-month suspension was announced.

Bank offers full agricultural hedge

By Deborah Hargreaves

Midland Bank says it has produced a more effective hedge for "green" currency risk on agricultural commodities with its new forward and options contracts.

many of their raw materials because agricultural products are priced in Ecu and then translated into national currencies by a "green" exchange rate. This "green" rate is devalued regularly which tends to push prices up.

a European food consultant. Ms Davie says that companies are beginning to show an interest in a green hedge and that one food manufacturer has used the bank's new product.

COMMODITIES PRICES

BASE METALS

Table with columns for metal type (Aluminum, Lead, Nickel, Tin, Zinc), price change, high, low, and open prices.

Precious Metals continued

Table with columns for metal type (Gold, Silver, Platinum, Palladium), price change, high, low, and open prices.

GRAINS AND OIL SEEDS

Table with columns for grain type (Wheat, Maize, Soybeans, Barley), price change, high, low, and open prices.

SOFTS

Table with columns for soft commodity type (Cocoa, Coffee, Sugar), price change, high, low, and open prices.

MEAT AND LIVESTOCK

Table with columns for meat/livestock type (Live cattle, Pork bellies, Live hogs), price change, high, low, and open prices.

ENERGY

Table with columns for energy type (Crude oil, Heating oil, Natural gas), price change, high, low, and open prices.

PRECIOUS METALS

Table with columns for precious metal type (London Bullion Market), price change, high, low, and open prices.

FUTURES DATA

Table with columns for futures contract type (Wheat, Corn, Soybeans), price change, high, low, and open prices.

INDEXES

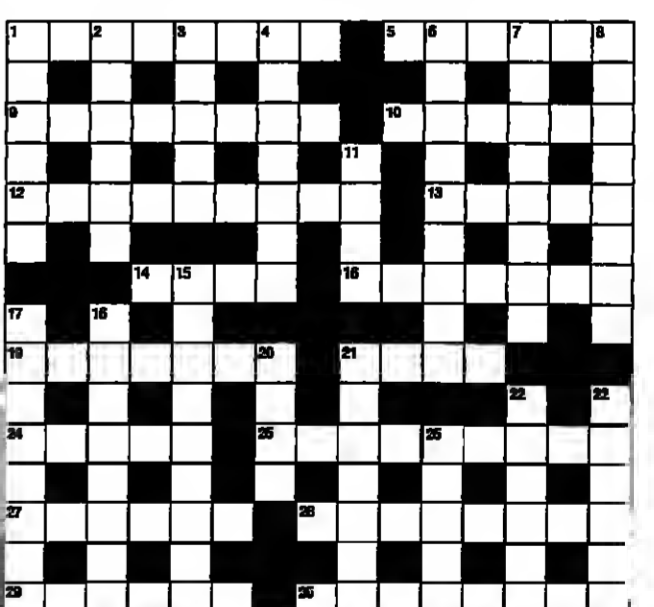
Table with columns for index type (Reuters, CRB, S&P 500), price change, high, low, and open prices.

JOTTER PAD

Table with columns for commodity type (Aluminum, Copper, Nickel, Tin, Zinc), price change, high, low, and open prices.

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- 1 A form occasioning much disgust (8)
2 Approach on the subject of true reform (8)
3 Compromise to cut short acronym (8)
4 Quiet about decent characters setting an example (9)
5 Having an area of grassland, pledge to raise fruit (9)
6 The little copper can intervene (3,3)
7 Sword borne by the peers of the realm (4)
8 A note about the principal goddess (7)
9 Photograph sporting couples (5-2)
10 A resounding comeback! (4)
11 To take only a tiny amount shows sense (5)
12 Flirt rust to excellent effect (9)
13 One's real problem lies in the eastern Mediterranean (6)
14 Went round the bend when monopolised (8)
15 Almost see eye-to-eye on back-street addresses (6)
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20 Quiet about decent characters setting an example (9)
21 Carol, shown around an animal hospital, is critical (8)
22 Save for 10 (8)
23 Face the cat! (4)
24 Views spending money abroad as a bad thing (7)
25 Talking offence after casual shirt causes panic (6)
26 Transport and plant without cash (6)
27 Thickly populated, so needs to be well organised (5)
28 Thickly populated, so needs to be well organised (5)
29 Thickly populated, so needs to be well organised (5)
30 Thickly populated, so needs to be well organised (5)

UNLEADED GASOLINE

Table with columns for gasoline type (London, New South Wales), price change, high, low, and open prices.

WORLD WOOD MARKET

Table with columns for wood type (Softwood, Hardwood), price change, high, low, and open prices.

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Table with columns for wood type (Softwood, Hardwood), price change, high, low, and open prices.

INTERNATIONAL CAPITAL MARKETS

Rate cut fails to give lead to European sector

By Samer Iskandar in London and Lisa Branstetter in New York

European government bond markets lacked direction yesterday, making this week one of the most erratic since the beginning of the year.

French bonds also lost ground, despite an easing in official rates. The central bank, adopting a "step-by-step" approach to easing, lowered its intervention and five to 10-day lending rates by 10 basis points, to 3.80 per cent and 5.50 per cent respectively.

GOVERNMENT BONDS

The March 10-year future lost 0.40 on Matif to close at 121.56. In the cash market, the 10-year spread of OATs were narrowed by 1 basis point to 34. This spread has tightened substantially in recent months to what is now considered a very low level.

German government bonds ended lower, ignoring the release of data showing that German GDP had fallen 0.5 per cent in the fourth quarter of 1995. The June 10-year bond contract closed at 96.64 on Liffe, down 0.38.

Analysts are increasingly confident that "the next move in German rates is down". Economists at Deutsche Bank

predict further easing, of between 25 and 50 basis points, in the discount rate later this month or in April.

UK Gilts traded lower as the latest CBI survey showed optimism on consumer spending and indications of potential upward pressure on prices.

Another floater surfaced for Moscow Narodny Finance, the funding arm of the trade financing bank owned by Russia's central bank, but which is based in the UK and regulated

referring to market expectations that Mr Kenneth Clarke would decide to cut the base rate, possibly today. "But it [the survey] will temper the long end of the yield curve."

Short-dated paper was better supported, and money market rates reflected a 25 basis point cut to 6 per cent.

The June maturity of Liffe's short sterling contract settled at 94.09, down 0.04, giving an implied three-month rate of 5.91 per cent. "There even seem to be some anticipations of a second rate cut to follow," said Mr Richardson.

US Treasury prices came under pressure for the fourth consecutive session yesterday as bonds continued to give back most of the gains made late last week.

Near midday, the benchmark 30-year Treasury was unchanged at 93 1/2 to yield 6.455 per cent, while at the short end of the maturity spectrum the two-year note lost 1/4 at 99 1/2,

pushing the yield to 5.386 per cent. Selling continued to be strongest in the middle of the maturity spectrum, where 10-year notes slipped 3/4 to 95 1/2, to yield 6.073, and three-year notes were 1/4 lower at 98 1/2, yielding 5.512.

Mr Richard Gilhooly, international bond strategist at Paribas Capital Markets in New York, said that medium-term securities, particularly the three-year note, had been under tremendous pressure this week as Asian central banks sold, and hedge funds unwound, their yen-financed positions in the Treasury market.

Trading was relatively quiet yesterday as investors waited for the February employment figures, which are due to be released today.

The market took little notice of the progress made yesterday toward a short-term raising of the ceiling on government debt, which would allow the administration to service its

debt until the end of March. A bill allowing the Treasury to continue borrowing until March 29 was approved yesterday morning by the House of Representatives.

Spanish bonds added to Wednesday's gains, supported by the strength of the peseta. The March future on 10-year Bonos settled at 94.76, up 0.54. J.P. Morgan, which advised investors to cut their weighting in Spanish equities from "overweight" to "neutral" earlier this week, expects bonds to be "insulated from the political uncertainty".

As long as the currency remains strong and the inflation outlook favourable, "10-year yields could fall to around 9 or 9 1/4 per cent," said Mr Avinash Persaud, head of currency research at J.P. Morgan. The yield on the 10.15 per cent Bono due 2006 closed at 98.86 per cent, the spread over bonds narrowed to 350 basis points.

Two of Europe's most actively traded financial derivatives face legal and technical challenges later this month.

On March 19, the London International Financial Futures and Options Exchange (Liffe) will start trading a three-month euro mark contract maturing in March 1999 - a date which which, in theory, put it in a single currency environment.

At Liffe, the technical details are still being discussed. Since the euro mark contract is based on short-term interest rates on the German currency - and this is destined to be fixed irrevocably to the euro, the new currency, as soon as January 1999 - the move to a single currency should be straightforward, as German interest rates are bound to converge gradu-

Euro clouds two derivative trades

By Samer Iskandar

ally towards euro rates. Thus, instruments previously settled by reference to D-Marks will automatically be settled in Euros. Liffe, however, is adamant that any decision taken should match its members' wishes.

The board is expected to consider the issue again at a full meeting scheduled for Monday. The more sensitive issue of the legal wording of the contract will require longer consultations, but should be resolved before March 19.

According to Matif, monetary union "will not alter the legal continuity of the contract - after the beginning of phase three of the Euro, the French franc three-month rate used today will be *de facto* a euro three-month Bono rate". However, this does not exclude the possibility of further adjustments to the contract specifications, such as a change in the underlying amount. These will be examined at a later stage.

Argentina plans longest S American D-Mark deal

By Conner Middelmann and Samer Iskandar

The Republic of Argentina is about to issue the longest-dated D-Mark eurobond for a Latin American borrower.

It plans to issue DM500m of 10-year bonds within the next few days, and has appointed Deutsche Morgan Grenfell as the bookrunner. The bonds will be targeted mainly at continental European investors, who stepped up recent seven-year issues for Argentina, and at specialist funds.

While retail investors generally do not favour the 10-year maturity, the high coupon on the forthcoming deal - rumoured to be 11 per cent - should compensate them for the longer

maturity, a dealer said. Meanwhile, floating-rate notes remained in favour amid continued nervousness in fixed-rate markets.

The largest offering was a DM750m issue of seven-year floating-rate notes for CCCI, the financing arm of Crédit

Internationale de Paris, which participated in the issue, offered an attractive rate since they were carrying the opposite leg of the trade from a German borrower who had issued in French francs and swapped into D-Marks.

The net cost of borrowing came out at around 26 basis points above Bono, the same level that CCCI achieved on its last 10-year French franc issue.

China Merchants Holdings, a Chinese group with interests in shipping, trade, finance and tourism, made its eurobond debut with \$100m of five-year floating-rate notes yielding 110 basis points over Libor at the issue price. The issue has a support agreement from the ministry of communications, lead LTCB International said.

NEW INTERNATIONAL BOND ISSUES

Table with columns: Borrower, Amount, Coupon, Price, Maturity, Fees, Spread, Book-runner. Includes entries for US DOLLARS, D-MARKS, and others.

Final terms, non-callable unless stated. Yield spread over relevant government bond at launch specified by lead manager. *Unlisted. †With equity warrants. ‡Floating-rate note. §Semi-annual coupon. ¶Fixed rate offer price. **As shown at re-offer level. †† Callable on coupon dates from Mar 01 at par. ††† 3-year Libor +30bps to Mar 01 and +100bps thereafter. †††† Denom \$100,000. ††††† 450 was exercised into shares of Sun Shine Electronics at \$1.851. P/E 87.55/78. †††††† Call on 10/97 at \$1.851.

by the Bank of England. It issued \$75m of three-year floating-rate notes yielding 250 basis points over Libor at the issue price. The bank has a BBB-rating from IBCA and carries a 20 per cent risk weighting under BIS guidelines. This attracted some buying from financial institutions across Europe, lead manager CS First Boston said.

SBC tops sell-off table

By Antonia Sharpe

SBC Warburg tops the 1995 league table of financial advisers on privatisations, in terms of the value of completed transactions, according to a survey by the magazine Privatisation International.

Although N. M. Rothschild worked on more privatisations around the world last year - 60 compared with SBC Warburg's 45 - the Swiss bank group's completed transactions were worth \$37.3bn compared with \$12.5bn. Arch-rival Goldman Sachs came second, with 29 transactions valued at \$23.4bn, while CS First Boston was third with 33 transactions valued at \$22bn.

SBC Warburg also led the field in privatisations in so-called mature markets - those of leading industrialised countries - with 33 transactions valued at \$25.1bn.

In eastern Europe and the former Soviet Union, Austria's Creditanstalt was involved in the most transactions - 51 - but they only had a value of \$1.1bn, compared with the 33 transactions worth \$2.4bn notched up by European Privatisation and Investment Corp, a specialist consultancy.

Deutsche Morgan Grenfell did the most privatisation business in terms of value in Asia (four transactions worth \$2.4bn) and in Latin America (two worth \$914m).

Coopers & Lybrand dominated the accountancy firms which advise on privatisations, with 397 transactions worth \$21.5bn, while Sullivan & Cromwell was the leading law firm with 17 transactions worth \$20.2bn.

WORLD BOND PRICES

BENCHMARK GOVERNMENT BONDS

Table with columns: Country, Coupon, Red Date, Price, Day's Change, Weak Ago, Month Ago. Lists Australia, Austria, Belgium, Canada, Denmark, Finland, Germany, Ireland, Italy, Japan, Netherlands, Portugal, Spain, Sweden, UK Gilts, US Treasury, etc.

EU BOND FUTURES OPTIONS (Liffe) DM250,000 points of 100%

Table with columns: Strike, Price, Apr, May, Jun, Sep, Apr, May, Jun, Sep. Includes CALLS and PUTS for various maturities.

Italy

NOTIONAL ITALIAN GOVT. BOND (BTP) FUTURES (Liffe) Lira 200m 100ths of 100%

Table with columns: Open, Settle, Price, Change, High, Low, Est. Vol, Open Int. Includes CALLS and PUTS.

Spain

NOTIONAL SPANISH GOVT. BOND FUTURES (MEFF)

Table with columns: Open, Settle, Price, Change, High, Low, Est. Vol, Open Int. Includes CALLS and PUTS.

UK

NOTIONAL UK GILT FUTURES (Liffe) £50,000 32nds of 100%

Table with columns: Open, Settle, Price, Change, High, Low, Est. Vol, Open Int. Includes CALLS and PUTS.

FT-ACTUARIES FIXED INTEREST INDICES

Table with columns: Index, Price Index, % Change, % Yield, % Dividend, % Total Return. Includes 1 Up to 5 years (29), 5-15 years (20), etc.

FT FIXED INTEREST INDICES

Table with columns: Index, Price Index, % Change, % Yield, % Dividend, % Total Return. Includes Govt. Secs (UK), Govt. Secs (US), etc.

GILT EDGED ACTIVITY INDICES

Table with columns: Index, Price Index, % Change, % Yield, % Dividend, % Total Return. Includes Gilt Edged bargains, 5-day average, etc.

FINISMA INTERNATIONAL BOND SERVICE

Listed are the latest international bonds for which there is an adequate secondary market. Latest prices at 7:10 pm on March 7

Table with columns: Issued, Bid, Offer, Chg., Yield. Lists various international bonds from US, UK, and other countries.

US INTEREST RATES

Table with columns: Rate, One month, Three month, Six month, One year, Two year, Three year, Five year. Includes Treasury bills and bond yields.

BOND FUTURES AND OPTIONS

France

NOTIONAL FRENCH SOFT FUTURE (MATIF) FF500,000

Table with columns: Open, Settle, Price, Change, High, Low, Est. Vol, Open Int. Includes CALLS and PUTS.

Germany

NOTIONAL GERMAN BOND FUTURES (Liffe) DM250,000 100ths of 100%

Table with columns: Open, Settle, Price, Change, High, Low, Est. Vol, Open Int. Includes CALLS and PUTS.

UK Gilts Prices

Table with columns: Name, Yield, Price, % Chg., % Yield, % Dividend, % Total Return. Lists various UK gilts.

Japan

NOTIONAL LONG TERM JAPANESE GOVT. BOND FUTURES (Liffe) ¥100m 100ths of 100%

Table with columns: Open, Settle, Price, Change, High, Low, Est. Vol, Open Int. Includes CALLS and PUTS.

Other Fixed Interest

Table with columns: Name, Yield, Price, % Chg., % Yield, % Dividend, % Total Return. Lists various international bonds.

DEUTSCHE MARK STRAIGHTS

Table with columns: Name, Yield, Price, % Chg., % Yield, % Dividend, % Total Return. Lists various DM bonds.

Other Fixed Interest

Table with columns: Name, Yield, Price, % Chg., % Yield, % Dividend, % Total Return. Lists various international bonds.

Convertible Bonds

Table with columns: Name, Yield, Price, % Chg., % Yield, % Dividend, % Total Return. Lists various convertible bonds.

Other Fixed Interest

Table with columns: Name, Yield, Price, % Chg., % Yield, % Dividend, % Total Return. Lists various international bonds.

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LONDON SHARE SERVICE

ALCOHOLIC BEVERAGES

Guinness	10.00
Heineken	10.00
Johnnie Walker	10.00
... (other stocks)	...

BANKS, MERCHANT

Barclays	10.00
HSBC	10.00
... (other banks)	...

BANKS, RETAIL

First Direct	10.00
... (other retail banks)	...

BREWERIES, PUBS & REST

Asahi	10.00
... (other breweries)	...

BUILDING & CONSTRUCTION

... (building stocks)	...
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BUILDING MATS. & MERCHANTS

... (building materials)	...
--------------------------	-----

CHEMICALS

... (chemical stocks)	...
-----------------------	-----

DISTRIBUTORS

... (distributor stocks)	...
--------------------------	-----

DIVERSIFIED INDUSTRIALS

... (diversified industrial stocks)	...
-------------------------------------	-----

ELECTRICITY

... (electricity stocks)	...
--------------------------	-----

ELECTRONIC & ELECTRICAL EQPT

... (electronics stocks)	...
--------------------------	-----

ELECTRONIC & ELECTRICAL EQPT - Cont.

... (electronics stocks)	...
--------------------------	-----

ENGINEERING

... (engineering stocks)	...
--------------------------	-----

ENGINEERING - Cont.

... (engineering stocks)	...
--------------------------	-----

ENGINEERING, VEHICLES

... (engineering vehicles stocks)	...
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EXTRACTIVE INDUSTRIES

... (extractive industry stocks)	...
----------------------------------	-----

EXTRACTIVE INDUSTRIES - Cont.

... (extractive industry stocks)	...
----------------------------------	-----

FOOD PRODUCERS

... (food producer stocks)	...
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EXTRACTIVE INDUSTRIES - Cont.

... (extractive industry stocks)	...
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EXTRACTIVE INDUSTRIES - Cont.

... (extractive industry stocks)	...
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GAS DISTRIBUTION

... (gas distribution stocks)	...
-------------------------------	-----

HEALTH CARE - Cont.

... (health care stocks)	...
--------------------------	-----

HOUSEHOLD GOODS

... (household goods stocks)	...
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INSURANCE

... (insurance stocks)	...
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HEALTH CARE

... (health care stocks)	...
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INVESTMENT TRUSTS - Cont.

... (investment trusts)	...
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INVESTMENT TRUSTS

... (investment trusts)	...
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INVESTMENT TRUSTS

... (investment trusts)	...
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INV TRUSTS SPLIT CAPITAL

... (split capital trusts)	...
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LONDON SHARE SERVICE

INV TRUSTS SPLIT CAPITAL - Cont.

Table listing various investment trusts with columns for Name, Price, and % Change.

LEISURE & HOTELS - Cont.

Table listing leisure and hotel companies with columns for Name, Price, and % Change.

OTHER FINANCIAL - Cont.

Table listing other financial companies with columns for Name, Price, and % Change.

PROPERTY - Cont.

Table listing property companies with columns for Name, Price, and % Change.

SUPPORT SERVICES - Cont.

Table listing support services companies with columns for Name, Price, and % Change.

AIM - Cont.

Table listing AIM companies with columns for Name, Price, and % Change.

OTHER INVESTMENT TRUSTS

Table listing other investment trusts with columns for Name, Price, and % Change.

OIL EXPLORATION & PRODUCTION

Table listing oil exploration and production companies with columns for Name, Price, and % Change.

PROPERTY

Table listing property companies with columns for Name, Price, and % Change.

SUPPORT SERVICES

Table listing support services companies with columns for Name, Price, and % Change.

LEISURE & HOTELS

Table listing leisure and hotel companies with columns for Name, Price, and % Change.

OTHER FINANCIAL

Table listing other financial companies with columns for Name, Price, and % Change.

PHARMACEUTICALS

Table listing pharmaceutical companies with columns for Name, Price, and % Change.

RETAILERS, GENERAL - Cont.

Table listing general retailers with columns for Name, Price, and % Change.

TOBACCO

Table listing tobacco companies with columns for Name, Price, and % Change.

GUIDE TO LONDON SHARE SERVICE

Price for the London Share Service delivered by FT, a member of the Financial Times Group. Company classifications are based on those used for the FT-SE 100 Index.

CNBC First in Business Worldwide. Demand currency changes immediately. Call 0990 11 55 55. Live 24-hour global business TV. European launch 31 March 1996.

TELECOMMUNICATIONS

Table listing telecommunications companies with columns for Name, Price, and % Change.

TEXTILES & APPAREL

Table listing textiles and apparel companies with columns for Name, Price, and % Change.

RETAILERS, FOOD

Table listing food retailers with columns for Name, Price, and % Change.

RETAILERS, GENERAL

Table listing general retailers with columns for Name, Price, and % Change.

PAPER, PACKAGING & PRINTING

Table listing paper, packaging and printing companies with columns for Name, Price, and % Change.

LIFE ASSURANCE

Table listing life assurance companies with columns for Name, Price, and % Change.

MEDIA

Table listing media companies with columns for Name, Price, and % Change.

AMERICANS

Table listing American companies with columns for Name, Price, and % Change.

CANADIANS

Table listing Canadian companies with columns for Name, Price, and % Change.

SOUTH AFRICANS

Table listing South African companies with columns for Name, Price, and % Change.

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FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (+44 171) 673 4378 for more details.

FT MANAGED FUNDS SERVICE

Main table containing FT Managed Funds Service data, including columns for fund names, prices, and performance metrics. Includes sub-sections for 'OTHER OFFSHORE FUNDS' and 'OFFSHORE INSURANCES'.

demand

Issue plan hits shares in Thai Telecoms

MANAGED FUNDS NOTES: Please refer to notes on pages 34 and 35... and more details...

LONDON STOCK EXCHANGE

MARKET REPORT

Equities on hold awaiting interest rate move

By Steve Thompson, UK Stock Market Editor

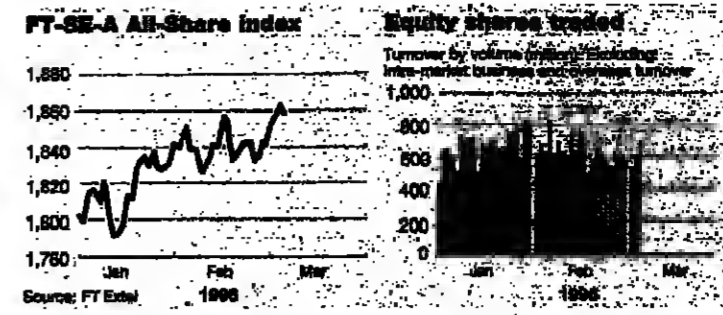
An element of doubt about the chances of a reduction in UK interest rates, plus a nervous performance by international bonds, kept London's equity market on the hop yesterday.

"We've been banking on a rate cut of 25 basis points and the market will be very disappointed if nothing happens," said one senior trader. Analysts insisted a reduction would take place first thing this morning, or "if not then, soon afterwards," as one said.

focus on the bid potential for Zeneca, one of the leading global drug companies. Zeneca shares climbed over 7 per cent, as international broking houses revived old stories that the company has a mouth-watering list of new drugs in the pipeline.

At the monetary meeting, in the day's best, in mid-morning, the Footsie was some 10 points higher, but lacking conviction. Pockets of profit-taking and the market's general apathy dragged prices back over lunchtime and Wall Street's lacklustre opening did nothing for London's confidence.

Turnover at 6pm reached 765m shares, with non-Footsie stocks accounting for 52 per cent. Retail business on Wednesday was worth £1.7bn.



Indices and ratios table with columns for Index Name, Value, Change, and Ratio. Includes FT-SE 100, FT-SE Mid 250, FT-SE All-Share, and various ratios like Dividend Yield and Long g/yield ratio.

Best performing sectors and Worst performing sectors tables. Lists sectors like Engineering, Retailer, and Life Assurance with their respective percentage changes.

Record high for Zeneca

Merger mania returned to the Footsie with Zeneca taking centre stage following the announcement of a tie-up with Sandoz and Ciba-Geigy.

barely profitable divisions such as textile dyers. Mr David Barnes, the chief executive, said most of the rise reflected the "fundamental value of the group."

new high of 877p following top of the range results and a positive statement. In contrast, Vickers had another torrid day, sliding 18 to 280p.

Monopolies and Mergers Commission is sufficiently favourable. Ms Angela Whelan of Credit Lyonnais said: "They're all up for grabs. Foreign companies are going to be looking at the day and thinking 'if we can't extract value while having to give a significant amount back to customers, maybe there is more for me as I don't have to return value.'"

a big rise in full-year figures. Three transport shares hit new highs and featured in the FT-SE Mid 250 index's top ten stocks.

FUTURES AND OPTIONS

Table of futures and options prices for FT-SE 100, FT-SE Mid 250, and FT-SE All-Share. Includes columns for Open, Settle, Change, High, Low, Bid, Ask, and Volume.

Damp spirits

Vodka worries returned to haunt Grand Metropolitan and the shares came off 4 to 430p, in a 3.4m traded.

Two years ago the drinks group lost the rights to distribute Swedish vodka Absolut. It is now involved in tough talks aimed at protecting its rights to sell Finlandia, the top selling Finnish brand, in the US.

Shares in the foods and detergents giant have come down from 1,360p since the middle of January. Some brokers have been urging clients to take advantage of the shake-out.

A line of stock was said to be hanging over conglomerate Cookson, depressing the shares in the face of strong results. The stock ended off at 310p in the second heaviest turnover on record, with 11m shares traded.

A number of analysts upgraded gently for the current year. SBC Waburg moved up by 10p to 220p. But the chief soldier is a large part of Cookson's business and doubts about the durability of the semi-conductor boom were being voiced yesterday.

TRADING VOLUME

Table of trading volume for major stocks yesterday. Lists stock names, volume, and percentage change.

Rolls tugged

On a heavy day for engineering results, Rolls-Royce split the City down the middle and in the process sent volume in the shares shooting up to its second highest level for five years.

The group's 1995 results were well up to expectations and, with the engineering demand cycle still recovering, further profits progress was widely seen for this year.

Several analysts were surprised by Wednesday's mid-night announcement as bid rumours within the sector had declined over recent months and the Wessex strategy was perceived to be expansion into non-regulated areas.

The market now expects a wave of activity, assuming the obligatory inquiry by the Monopolies and Mergers Commission.

Shares in the foods and detergents giant have come down from 1,360p since the middle of January. Some brokers have been urging clients to take advantage of the shake-out.

LONDON RECENT ISSUES: EQUITIES

Table of London recent issues in equities, listing company names, issue size, and price.

FT GOLD MINES INDEX

Table of FT Gold Mines Index showing price, change, and other metrics.

London market data

Summary table of London market data including rise and fall, total value, and volume.

FT-SE EQUITY INDICES

Table of FT-SE equity indices showing values and changes for various indices.

FT-SE ACTUARIES SHARE INDICES

Table of FT-SE Actuaries Share Indices showing values and changes.

FT-SE ACTUARIES ALL-SHARE

Table of FT-SE Actuaries All-Share index showing values and changes.

Hourly movements

Table of hourly movements for FT-SE indices.

FT-SE ACTUARIES 350 INDUSTRY BASKETS

Table of FT-SE Actuaries 350 Industry Baskets showing values and changes.

Advertisement for Blyvooruitzicht Gold Mining Company, Limited. Includes company logo, name, and details of a proposed rights offer and announcement of the last day to register.

Advertisement for Russia. Title: "The Financial Times plans to publish a Survey on Russia on Thursday, April 11." Includes details about the survey's focus on elections and investment opportunities.

Advertisement for Millbank Auctioneers Limited. Details an important sale by tender for heating and appliance installation items, consumables, tools, and equipment. Includes contact information and viewing details.

Advertisement for Commerzbank Aktiengesellschaft. Details a U.S. \$250,000,000 Subordinated Floating Rate Note due 2002. Includes interest rate, coupon amount, and payment date.

Advertisement for Business Opportunity in Brazil. Details a Sugar & Alcohol Mill available for sale with 20,000 ha of land and 3,000 ha of irrigated sugar cane plantation. Includes production capacity and contact information.

Advertisement for Bank of Ireland. Details a U.S. \$300,000,000 Undated Variable Rate Note due 2002. Includes interest rate, coupon amount, and payment date.

Advertisement for Bank of Ireland. Details a U.S. \$300,000,000 Undated Variable Rate Note due 2002. Includes interest rate, coupon amount, and payment date.

Advertisement for Bank of Ireland. Details a U.S. \$300,000,000 Undated Variable Rate Note due 2002. Includes interest rate, coupon amount, and payment date.

Advertisement for Bank of Ireland. Details a U.S. \$300,000,000 Undated Variable Rate Note due 2002. Includes interest rate, coupon amount, and payment date.

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WORLD STOCK MARKETS

Main table of world stock markets with columns for region (EUROPE, ASIA, etc.), stock name, price, and change. Includes sub-sections for EUROPE, ASIA, PACIFIC, and SOUTH AFRICA.

To be a world leader in diverse businesses you need the very best scientists and engineers. Rockwell has 17,000 of them



INDICES table showing various market indices like Nikkei, Dow Jones, and others with their respective values and changes.

US INDICES table providing detailed data for US market indices including Dow Jones, S&P 500, and various sector indices.

Australia (Mar 7) and SOUTH AFRICA (Mar 7) tables showing stock market data for these regions.

Small text at the bottom of the page containing legal disclaimers and publication information.

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

Main table containing stock prices for various sectors including Technology, Healthcare, and Industrial. Columns include stock name, price, change, and volume.

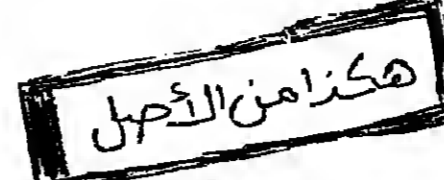
BE OUR GUEST. HOTEL INTER-CONTINENTAL LUXEMBOURG. When you stay with us in LUXEMBOURG stay in touch - with your complimentary copy of the FINANCIAL TIMES.

Continuation of the stock price table from the previous section, listing additional companies and their market data.



NYSE COMPOSITE PRICES

Table of NYSE Composite Prices with columns for Stock, P, Bid, Ask, High, Low, Change, and various market indicators.



NASDAQ NATIONAL MARKET

Table of NASDAQ National Market prices with columns for Stock, P, Bid, Ask, High, Low, Change, and various market indicators.

AMEX COMPOSITE PRICES

Table of AMEX Composite Prices with columns for Stock, P, Bid, Ask, High, Low, Change, and various market indicators.

Advertisement for 'Spain' featuring the slogan 'Have your FT hand delivered in Spain' and 'Gain the edge over your competitors by having the Financial Times delivered to your home or office every working day.'

Continuation of NASDAQ National Market prices table, including various stock listings and market data.

AMERICA

US shares flat awaiting new jobless data

US shares were mostly flat as investors awaited critical data on February employment due out early today, writes Lisa Branstetter in New York.

At 1 pm the Dow Jones Industrial Average was off 2.99 at 5,626.88, while the Standard & Poor's 500 added 0.23 at 652.32 and the American Stock Exchange composite rose 1.23 at 571.06.

Wall Street

The equity market received little direction from bonds, which were also flat in quiet trading ahead of today's jobs data.

The Nasdaq composite managed a 2.88 gain at 1,094.70 as some computer-related companies rebounded from the sharp falls recorded on Wednesday after Texas Instruments warned that slowing growth in international semiconductor markets was not as great as it feared.

Sao Paulo plunges 5%

The equity market in SAO PAULO plunged 5 per cent at the opening after the lower house on Wednesday rejected the government's proposals to reform the pension system.

S Africa industrials weak

Johannesburg retreated on technical factors as the expiry of futures options next week continued to play on investors' minds. Dealers said that the market would also remain unpredictable in the run-up to the budget on March 13.

EUROPE

Zurich gains 5.1% on pharmaceutical merger

The mega-merger of Ciba and Sandoz into the world's second largest pharmaceuticals company took ZURICH, already at an all time high, up another 5.1 per cent.

The SMI index finished 173.6 higher at 3,581.9 after the session was extended to cope with heavy trading in the pharmaceutical stocks.

Registered shares in Sandoz, whose shareholders will own 55 per cent of the new company, jumped SFr226, or 19.6 per cent, to close at the day's high of SFr1,081.

ASIA PACIFIC

Nikkei slips under 20,000 on housing loan worries

Nippon Telegraph and Telephone fell 121,000 to Y61,000 on speculation over the government's plans for a break-up of the company.

Roundup

A continuing slide by index futures triggered selling by Japanese investors in HONG KONG, as they repatriated funds for their financial year-end accounting. The Hang Seng index fell 184.25, or 1.6 per cent to 11,194.48 in turnover that shrank to HK\$4.5bn.

FT-SE Actuaries Share Indices

Table with columns: Hourly changes, Open, 10.30, 11.00, 12.00, 13.00, 14.00, 15.00, Close. Rows include FT-SE Actuaries 100, FT-SE Actuaries 200, and Best value 1000 (25/10/92).

THE EUROPEAN SERIES

Table with columns: Mar 7, Mar 8, Mar 5, Mar 4, Mar 1, Feb 29. Rows include FT-SE Europe 100, FT-SE Europe 200, and Best value 1000 (25/10/92).

Swiss pharmaceuticals

Share prices (rebased) 160, 150, 140, 130, 120, 110, 100. Ciba, Sandoz, Roche. Source: FT Econ.

Canada

Toronto was mixed in mid-session trading after Wednesday's budget, which brought no changes in corporate taxes and some computer-related companies rebounded from the sharp falls recorded on Wednesday after Texas Instruments warned that slowing growth in international semiconductor markets was not as great as it feared.

Challenge, down 12 cents

Challenge, down 12 cents at NZ\$3.15, and Carter Holt Harvey, down 15 cents at NZ\$2.95, continued to be sold on worries over the drop in global pulp prices.

removed fears that it would be left behind in the race to develop a digital service.

The CAC-40 index firmed 2.14 to 2,008.03, unimpressed by a further easing in leading rates. Turnover was FF6bn.

AMSTERDAM built up momentum once again helped by a strong set of 1995 results from Abnol, which rose FF2.20 or 9 per cent to FF69.50 after the supermarket group reported a 11.5 per cent rise in profits and gave a positive forecast for the current year.

BRUSSELS registered another record close as hedging by banks of newly launched equity products, which had boosted the market for the previous 13 sessions, again spurred prices higher.

WELLINGTON was hurt by weakness in the forestry sector as the NZSE-40 Capital Index retreated by 32.35 to 2,104.28.

Retailers had a good day. GIB rose BF75 to BF1,590.

Written and edited by William Cochrane, Michael Morgan and John Pitt.

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Table with columns: NATIONAL AND REGIONAL MARKETS, US Dollar Index, and DOLLAR INDEX. Rows include Australia, Austria, Belgium, Brazil, Canada, Denmark, Finland, France, Germany, Hong Kong, Iceland, Italy, Japan, Malaysia, Mexico, Netherlands, New Zealand, Norway, Singapore, South Africa, Spain, Sweden, Switzerland, Thailand, United Kingdom, USA, Americas, Europe, Pacific Basin, Euro-Pacific, North America, Europe Ex. UK, Pacific Ex. Japan, World Ex. US, World Ex. UK, World Ex. Japan, The World Index.

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FINANCIAL TIMES SURVEY

EUROPEAN BUSINESS PROPERTY

An uneven and slow recovery

The greatest enthusiasm for property investment comes from Germany, with London and the Netherlands the favoured destinations for its capital, writes Simon London

Look out of the window of any tower block across almost any European city and the view will be much the same: modern buildings which are full of tenants, an increasing number of empty old buildings, and a small handful of cranes.

The mix of these ingredients varies across the continent. Central London can probably boast the most cranes, although it is also suffering very high vacancy rates in older properties.

In Paris, property development has almost ground to a halt.

There are also exceptions to the general rule: Berlin, for example, is suffering from a surplus of modern space following the building bonanza of the last three years.

But the general picture is of property markets which are only slowly recovering from the ravages of the last property downswing.

Modern stock is being taken up as tenants take advantage of relatively low rents to upgrade their accommodation.

Older premises are being vacated and in many cases have no immediate prospect of finding new occupants.

Property developers - and the banks and investment institutions which finance them - are in general not yet confident enough to finance new buildings. Current rents are too low to justify fresh development and are still falling in many cities.

The resulting two-tier market, divided between desirable modern offices and unlettable older buildings, makes a nonsense of aggregate vacancy rates.

In Frankfurt, for example, about 5 per cent of the office stock is vacant - a very high level by historic standards. Yet modern office space in the traditional financial services block of the city is now in very short supply.

London is also a victim of this tiering. Despite a vacancy rate of around 10 per cent, there are virtually no new self-contained office buildings available in the West End, the traditional home of company headquarters.

The City of London is very short of large buildings offering the kind of big floors favoured by investment banks, the mainstay of London's financial economy.

Against this background it is perhaps surprising that so few cranes have sprouted on the skylines of Europe's business centres. But the upswing of the current property cycle is likely to be constrained by three factors:

• low economic growth and low inflation, which mean that headline rents are unlikely to rise until there is an unambiguous imbalance between supply and demand for office accommodation.

• corporate restructuring and public sector slimming, which appears to be reducing aggregate demand for office space in most European countries.

• the financial consequences of the last downswing, which left many banks nursing heavy real-estate losses and made them wary of large property exposures.

The proliferation of plans to "spin-off" the property assets of banks in France and Scandinavia could signal a clean break with the past. With old problems ring-fenced at last, it is possible that lenders will start to look more favourably on property investment and development.

That said, the memory of the downturn will probably linger in the institutional memories of Europe's banks for some

years to come. Fears of another Schneider-type property failure in Germany were not realised last year, yet banks are still extremely cautious about advancing new loans. Speculative office development has a very bad image indeed.

With office markets largely subdued, investors have turned their attention to other forms of real estate.

Shopping centres have been a favoured target for cross-border investors such as Hamnerston of the UK and Rodamco of the Netherlands.

The UK property investment market has advanced one stage further, embracing out of town retail parks - shed-style developments which its relatively relaxed planning regime has allowed.

It remains to be seen whether countries such as the Netherlands and Germany, which have hitherto resisted the expansion of out-of-town retailing, follow the same path.

Retail enthusiasts argue that Europe's shopping habits are still way behind those of the US. As shoppers turn towards shopping centres and consumer spending increases, the argument runs, retail rents in good locations should rise faster than office rents.

Despite the convergence of Europe's economies desired by politicians, though, there remain wide divergences between the performance of property markets.

Hard figures are difficult to come by in most European markets. However, from the few figures which are available, it is clear that European property markets are out of step.

Thus UK commercial property delivered a total return of only 3 to 4 per cent during 1995. Yet in the Republic of Ireland, returns were a more healthy 12.9 per cent - albeit 2.7 percentage points lower than in 1994.

Pension fund investors in the UK and the Netherlands - the only countries which have large, funded pension schemes - are questioning why they invest directly in property at all.

Big Dutch funds such as ABP and PGGM have reorganised their property portfolios into a number of distinct funds which could be floated on the stock market in future or used to bring in other investors.

The UK is blazing a trail towards property derivatives, which would bring real estate into line with bond and equity markets. A group of institutional investors led by AMP Asset Management hope to launch a series of over-the-counter forward contracts based on property performance indices.

However, such index-linked derivatives will be impossible to launch in other European countries until reliable performance indices are available. A concerted effort among investors on this front would be the first step towards bringing property out of the investment dark ages.

The greatest enthusiasm for property investment comes from Germany, where open-ended property funds are attracting billions of D-Marks from ordinary German investors.

At DM7bn, the inflow of funds received by the open-ended funds was well below the staggering DM14bn inflow of 1993. But it was still enough to make German funds the dominant force in European property investment.

With DM4bn flowing into the funds' coffers during January alone, they will also play a crucial role during 1996.

London, probably the most

liquid of Europe's property markets, and the Netherlands are the favoured destinations for German capital. Last month the Lloyd's of London headquarters was acquired for £180m by Despa, the second largest German fund, which is also financing the largest development project in the Netherlands.

The French market has so far escaped the wave of German investment. France's tax system means that most real estate transactions are structured as corporate deals. The rules which govern Germany's open-ended funds do not allow them to buy companies.

However, there are moves to relax the investment restrictions on the funds. This could open the Paris office market to them and, possibly, lead to corporate takeovers in countries such as the UK.



Commerzbank's headquarters - the tallest office tower on mainland Europe - in Frankfurt's banking district. In earlier days (right), it will free old office space when it has been completed. Ralph Braun/Agf

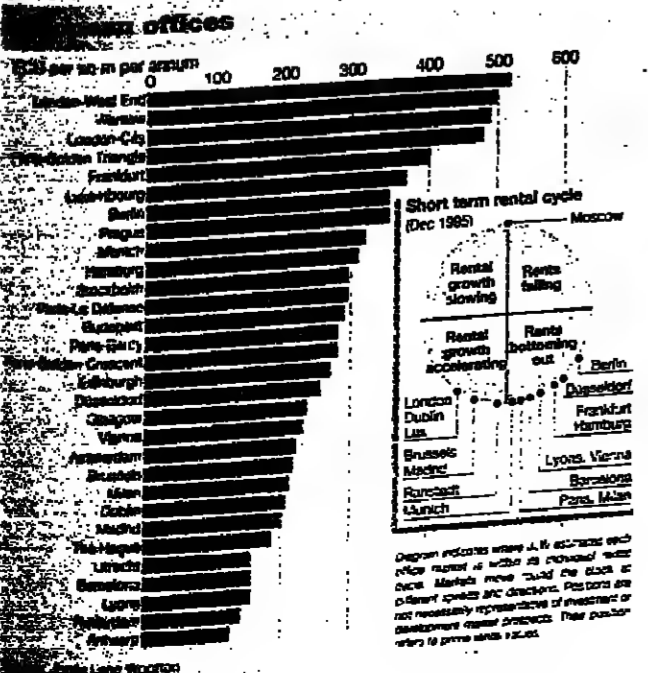
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II EUROPEAN BUSINESS PROPERTY

■ Belgium and the Netherlands: by Lionel Barber and Simon London

Resilient and subdued

Brussels, as Europe's capital, has the edge in drawing power over its neighbours

Thanks to the ever-expanding presence of the EU's principal institutions - the Council of Ministers, the European Commission, and the European Parliament - the Brussels property market has remained remarkably resilient.

While rents in London and Paris have dropped as much as 50 per cent, rents in Brussels have fallen only by around 10 per cent to 15 per cent from the boom levels of the early 1990s.

The EU's enlargement in January 1995, which took in Austria, Finland, and Sweden, has fuelled the need for more administrative space.

The trend is likely to continue in the light of the Union's pledge to absorb new members from central and eastern Europe, as well as Cyprus and Malta, around the turn of the century.

For companies, Brussels remains one of the least expensive office locations in western Europe in terms of office rental and capital values - though companies are starting to complain about the high level of taxes inside the city's 19 communes.

Mr Michael Bamber, managing director of Richard Ellis in Brussels, says the vacancy rate in Brussels is about 8 per cent, mostly in older buildings. That amounts to about 8m sq m of stock. "Rents in the modern buildings are holding firm because the vacancy rate has been reduced," he says, "but rents are still falling in the older buildings."

He puts the rent level for a typically modern, refurbished building at around BF7,900 per square metre per annum.

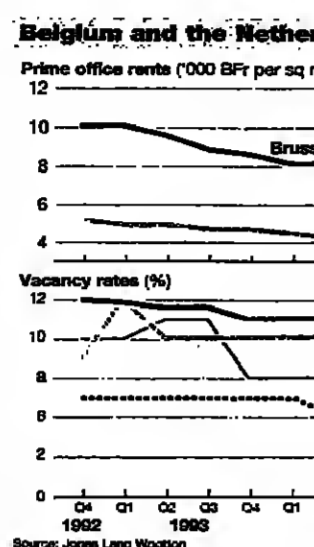
Restrictions on development in the centre of Brussels - with the exception of the Quartier Léopold which houses the main EU institutions - are encouraging companies to migrate to the periphery in areas such as Waterloo and Hoeilaart in the south and Zaventem and Diegem in the north.

The amount of new space in the periphery fell by 53 per cent, according to a survey by Knight Frank & Rantley which reported record take-up in 1995 of 430,000 sq m.

Recent moves include Bristol-Meyers Squibb, the US pharmaceutical company, Uni-

lever, the Anglo-Dutch consumer products group, and Hermes, the European retail consortium. Mr Jean-Claude Vandecasteele, general manager at Knight Frank & Rantley, points out that Brussels is also attracting newcomers such as Chrysler and Cable & Wireless.

In an effort to stimulate the investment market, the government last year introduced a



Source: Jones Lang Wootton

new more flexible financial instrument to entice private investors into the property market rather than leaving the field to the big insurance companies. The instruments - known as Steafs - are investment funds which do not

Slough Estates says Sicafis have been a useful addition to the market. It has been in one of the biggest deals in Brussels in recent months

involve capital gains tax or income tax, just a withholding tax on the paid dividend.

Mr David Simons, Slough Estates' group executive director for continental Europe, says the Sicafis have been a useful addition to the market. Slough has been involved in one of the biggest investment deals in Brussels in recent

months, picking up land and property in a prime location in Diegem, between Nato headquarters and nearby Zaventem airport for £13m.

Slough bought a warehouse and office from IBM, secured a subsequent leaseback arrangement to release income; and it has a 19.3 acre site to match its earlier 8.5 acre site bought from Goodyear earlier in the year.

"Dutch funds will return to the office market, the question is when and at what yield. We don't know the answer yet," says Mr Karel Albenes of Jones Lang Wootton in Amsterdam.

Even so, the Dutch retail sector faces uncertainties all its own. Retailers' margins are under pressure in an environment of very low consumer spending growth and minimal inflation.

Moreover, the established presumption against out-of-town retail development is slowly being relaxed by government.

The stock of out-of-town retail space is gradually increasing and this could put downward pressure on rents in some locations.

"The office market has good reason to be thankful for the liquidity provided by big German property funds. Prime offices remain the favoured investment medium for these funds and the Netherlands is regarded as offering higher yields than Germany but with little currency risk."

About F7700m was spent last year by German open-ended funds, with more big deals on the way this year.

Despa, the second largest open-ended fund, has agreed to build a new 55,000 sq m office facility for the Dutch government in The Hague, in what will be one of the country's largest development projects.

Spending by German funds is the main reason why prime office yields in the Netherlands have declined by perhaps a quarter of a percentage point over the last year to about 6.75 per cent.

In contrast, secondary office property yields have been gradually trending upwards. There is every sign that the Dutch office market will continue to be favoured by German funds.

Yields remain about 1.5 percentage points higher than in Germany, yet the gulf remains firmly anchored to the D-Mark, which means that the Frankfurt-based funds are taking little currency risk.

activity last year. But there is palpable disillusionment with the office investment market and a gradual shift in favour of the retail sector.

Property agents estimate that the big Dutch companies and funds committed about F12.8bn to commercial property in 1995, an increase of about 20 per cent. Acquisitions of shops and shopping centres accounted for the two-thirds share of this total.

"Dutch funds will return to the office market, the question is when and at what yield. We don't know the answer yet," says Mr Karel Albenes of Jones Lang Wootton in Amsterdam.

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■ Spain: by Tom Burns

Housing holds the key

The markets had hoped for a clearer victory in the election but still expect a recovery

Property in Spain spent last year hovering about the same depressed levels of 1994. But some sensed 1996 would bring about changes for the better. These optimists were almost wholly domestic property investors. This was, in itself, interesting, for rebounds in Spain tend to be led by foreigners. In the event, the movement in the market was due to Spanish private investors and a clutch of domestic insurance companies such as La Mutua Madrileña which bought a twin-tower landmark in central Madrid, the Torres de Colón, from the Herero group for Pta3bn.

This acquisition, and smaller deals by Agrupación Mutua, Catalana Occidente and Crédito y Caución, both insurance companies, were fuelled by the obligation of the domestic insurance sector to hold property assets. But there appeared to be more to such movement than merely meeting regulatory requirements.

On the home side, those who did not take the plunge looked as if they were poised to do so. There was an air of expectation because domestic investors were taking note of political and economic prospects which, they believed, pointed to an improved business climate.

More hesitant foreign investors did not see value in the market and stayed out. It is possible that this cautious foreign view of Spain is essentially misplaced because it fails to take sufficient account of encouraging domestic economic fundamentals. Spain's gross domestic product, despite a slowdown in the second half of last year, is reckoned to have shown a respectable 3 per cent growth for 1995, up from 1.9 per cent the previous year. A similar performance is forecast as achievable this year.

More importantly, the Bank of Spain initiated a downward trend in its benchmark interest rates at the beginning of the year when it anticipated a sharp fall in the consumer price index in February that brought headline inflation to below 4 per cent. This was its lowest level since 1993.

With the peseta looking steady it was devalued by 7 per cent in March last year and subsequently recovered its lost

ground), it now looks as if Spain could be entering a period of sustained and sustainable growth in an environment of low interest and inflation rates.

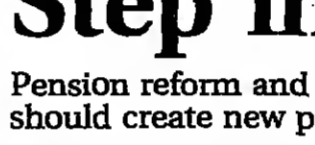
The picture looks better when political issues are added, and this was clearly what the domestic investors were doing. The confidence hinged on the March 3 general elections which brought the

centre-right Popular Party to power, albeit without an overall majority, and ended 13 years of Socialist governments. Since well before the polls, the market had remained static and the linkage was repeatedly emphasised by all the top companies. "No major movement of occupiers is expected in

Madrid until after the March elections," Richard Ellis reported in its final 1995 European office bulletin.

Pent-up consumer demand has been demonstrably building up over the past 12 months in anticipation of a centre-right electoral win. The new centre-right administration was perceived as capable of restoring confidence and a business-friendly atmosphere.

This means moving up to the northern end of the Castellana or moving out of town altogether, particularly to the Campo de las Naciones and La Moraleja business parks on the M-40 ring road belt. Rents for top quality offices in these parks are a bargain at Pta1,500 per square metre.



Source: Jones Lang Wootton

The markets had hoped for a clearer victory by the Popular Party but they nevertheless expect a recovery as domestic consumption and investment push economic growth along. The property market must, in all logic, be among the first to benefit from renewed confidence and expectations

prospective purchasers of space among European leaders in the furniture, electrical goods, sports goods, toys and do-it-yourself sectors. "The end value of the project is expected to be around 1,000bn," says Mr Bacon.

Several factors worked in favour of the project, not least the availability of a suitable site. Parco Commercial Citta' Scali is about 15 minutes drive from Bologna's centre and close to the ring-road exit for the Bologna trade fair. "Bologna is a major city, capital of Emilia Romagna, one of Italy's richest regions, and has a population of about 800,000 within a 30 minutes drive of the site," says Mr Bacon. In addition, a 30,000 sq m non-food retail warehouse project involving Healey & Baker and Wyncote

Financing arrangements for the Bologna project are different from typical UK developments in which institutional investors play a key role. "Whereas in British space would be let to retailers with the development sold or pre-sold to investors, retailers will be buying space in Italy, at least in the first projects.

Bologna's project adds some sparkle to a dim Italian commercial property scene from which investors are generally absent. Nothing significant had happened in retail property since the 14,000 sq m Curcio centre development near Bergamo two years ago, in which the Milan subsidiary of property consultants Richard Ellis advised lawyer Schroders International Property Fund. It is

Continued on Page III

Italy: by David Lane

Step into the future

Pension reform and fresh private funds should create new property investors

Italy's commercial property sector took a step into the future last month, believes Mr Paul Bacon, of property consultants Healey & Baker Italy. The first non-food retail warehouse development is now on the slips and should be launched at the end of 1998. It follows a pattern well-established in northern Europe.

The project, for which Healey & Baker act as exclusive selling agents and in which two Italian constructors and developers, Adanti and Galotti, partner the UK specialist retail warehouse developer Wyncote, will build 65,000 sq m of warehousing on the north-eastern outskirts of Bologna. Work should start next year at the site, formerly owned by a local authority body, and negotiations are well advanced with

will be getting under way at Rimini on the Romagna coast about six months after the Bologna trail-blazer.

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سكان من الأهل

Germany: by Simon London

Market lacks sparkle

The biggest problems lie in the east with vacancy rates high and expectations low

Although German investors have been the biggest buyers of European property for the past three years, the immediate outlook for German market is far from bright. Big funds have been funneling billions of D-Marks into real estate, but rents in many cities have been slipping against a background of disappointing economic figures. Germany was surprised by the speed of its economic downturn two years ago, but the recovery proved short-lived. Growth stalled in the second half of 1995 and the outlook for this year is hardly enough to ignite the property market. Most forecasters are predicting a real gain in gross domestic product of about 2 per cent in 1996.

The biggest problems lie in the property markets of eastern Germany, where vacancy rates are high and the post-reunification expectations of investors have been disappointed. In Leipzig about 14 per cent of the office stock is empty. The office vacancy rate in Berlin has climbed to 6.5 per cent and will rise further as

developments planned in the aftermath of reunification become available for leasing.

The outlook in western Germany is better, but rents in cities such as Frankfurt remain under pressure. Prime rents in Germany's financial capital are now at about DM90 per sq metre per month - less including concessions granted to tenants - down from DM75 two years ago and DM90 in 1991. The balance of supply and demand also continues to move in favour of tenants. The vacancy rate for office space is now around 8.2 per cent, very high by historic standards.

These figures disguise shortages of more modern offices in prime locations. As in most European cities, most of Frankfurt's vacant office space is in older buildings. "If you are looking for 5,000 sq m in the banking district ready to occupy in the next three months, I have to tell you that there is very little choice," says Mr Chris Bull-Diamond of Wetherall Green and Smith's Frankfurt office.

Take up of new space in Frankfurt was better than expected last year. DTZ Zadelhoff, the property agent, estimates that 810,000 sq m of office space was leased, about 24 per cent more than in 1994. The experience of Hamburg, Munich and Düsseldorf was much the same. However, most

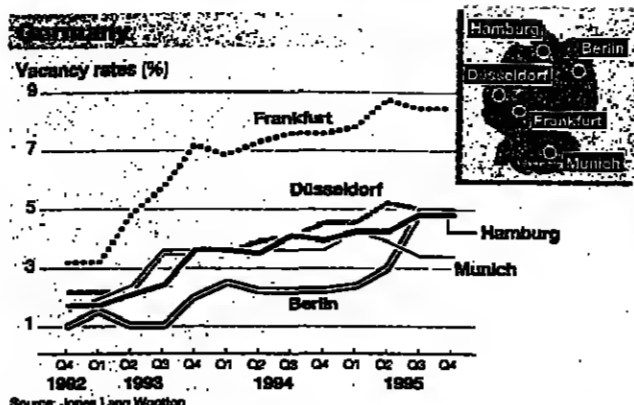
lettings involve existing tenants taking the opportunity of lower rents to upgrade their accommodation. Net absorption of office space remains poor, although Munich and Düsseldorf have fared better than most other German cities.

More old space will be released in Frankfurt when Commerzbank occupies the city centre head office building - the tallest office tower on mainland Europe - which is now under construction. The bank is expected to vacate at least 60,000 sq m of space in its many older buildings around the city.

Against this background, developers in Frankfurt and elsewhere will struggle to achieve premium rents for the new space now under construction in fringe areas.

The largest of these projects in Frankfurt is the "Castor & Pollux" scheme in the shadow of the Messeturm tower. The developers - Despa, the open-ended fund, and PGGM, the Dutch pension fund - are hoping to achieve rents of DM68 per sq metre for their twin towers. Unless market conditions turn in their favour, though, effective rents in the high DM50s looks more likely.

Developers in Berlin are also faced by an uncertain few years until the planned transfer of government from Bonn stimulates serious demand for



office space there. The property investment market shows from the outside little sign of strain. Big investors, mainly the open-ended funds, continue to allocate significant new cash to property. Yields on prime property remain at around 5 per cent, among the lowest in Europe.

With cash still flowing into open-ended funds - DM7bn last year and a remarkable DM4bn in January alone - demand is likely to keep prime yields at around this level. Meanwhile foreign funds continue to withdraw from the German market, partly because prime yields remain so low. Last year Rodamco, the Dutch company, sold most of its Westend Carre office complex in Frankfurt. MEPC, the large UK property company, is looking for a buyer for its DM300m German portfolio.

Only in the retail sector is there significant demand from overseas investors. P&O, the

UK shipping and property group, and Stadium, a private company which owns Meadowhall, the UK's most successful regional shopping centre, are building the DM2bn CentreO retail and leisure complex at Oberhausen. Rodamco and Hammerso of the UK have also indicated that they would like to acquire large retail schemes or developments. Germany's retail markets are generally regarded as less developed than those of France or the UK. Deregulation of shopping hours and planning restrictions are expected to bring long-term gains for property owners.

Moreover, demand for space from retailers, many of them international chains expanding into Germany, remains strong. Yields are no higher than in the office sector. But unlike the office market international investors can spend sufficient rental growth to give them an acceptable overall return.

United Kingdom: by Simon London

Uncertainty ahead

Overseas investors have proved better at market forecasts than home fund managers

The UK property market is still travelling hopefully after 18 months of falling rents and capital values. Last year was a massive disappointment, with property investment delivering total returns of only 3 to 4 per cent.

Although the economy is slowing, investors are still hoping that 1996 will finally see the start of a prolonged upswing. The Royal Institution of Chartered Surveyors forecasts that property values would rise by 6 per cent this year, suggesting a healthy total return of 13 to 14 per cent.

The institution expects most of the improvement to come from retail property. It says that consumer spending will increase this year, helped by tax cuts and falling mortgage rates.

However, the UK property market has a recent history of underperforming similar forecasts. The overhang of empty space from the 1980s is taking longer than expected to clear because demand for commercial space from tenants remains subdued.

Within this uncertain overall picture, though, there are areas of obvious strength: leisure property has become fashionable with investors as more integrated leisure parks - sites including cinemas, restaurants, bowling and bingo - have been developed. Larger property companies such as MEPC and British Land are committing funds to the sector alongside niche operators.

retail warehousing continues to deliver strong rental growth as tenants compete for space in the best schemes. Again, the market is dominated by a mix of small niche property companies and larger investors such as Land Securities, the largest UK property company.

shopping centres, especially larger centres, continue to flourish. Tough government planning rules mean that few new regional shopping centres will be built. Those with planning permission - such as Blue Water Park in Kent, being developed by Lend Lease, the Australian property and financial services group - have become a scarce commodity. Developers are also turning

to Seagram, the Canadian drinks and media group. CentreWest, nearby, has been chosen for its new headquarters by Disney, the US entertainment group.

Canary Wharf, the large office development in Docklands, is now 80 per cent let following lettings to tenants including BZW, the investment bank, and Reader's Digest, the US publisher.

In the West End, Grand Metropolitan, the food and drinks group, leased Henrietta House, the last big building in the area left over from the last development wave.

This diminishing supply of new space has encouraged developers to start building once again. Although finance for speculative development remains difficult to find, property agents believe that more schemes will spring to life if top rents creep higher.

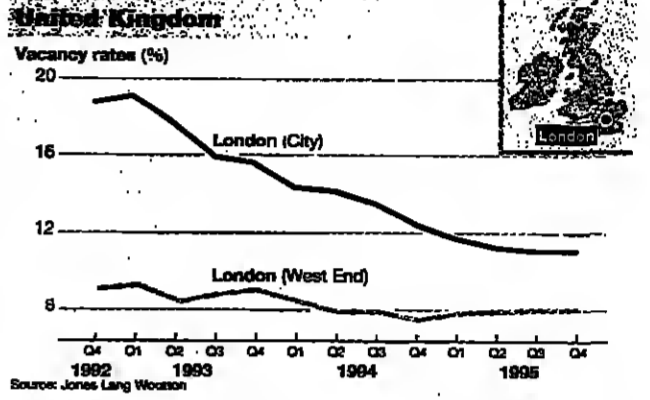
Leading provincial centres such as Leeds and Manchester are also experiencing a wave of redevelopment, fuelled by a similar shortage of new office space.

The existence of bright spots amid the general gloom is one

reason why international capital continues to flow into UK commercial property. In 1995, £1.78bn was invested from overseas, slightly more than in 1994, according to DTZ Debenham Thorpe, the chartered surveyors.

The biggest single contribution came from the consortium of mainly US investors which acquired Canary Wharf for £800m. But European investors show no sign of backing off.

CGL, the German open-ended fund, is financing two of London's largest redevelopments - at Ode Curzon Street, Mayfair, and Milton and Shire Houses in the City. Despa, another German fund, recently acquired the distinctive Lloyd's of London



France: by Andrew Jack

Gloomy short-term outlook

Government efforts to boost the property market have been seen as inadequate

As international property experts gather for the annual extravaganza of Mipim, their professional body in Cannes in the middle of this month, the mood of their French hosts remains far from elated.

While some executives and commentators are beginning to see signs of positive change, others remain far from optimistic about the short-term prospects for the national property market.

For the last two years, large French groups, with property exposure have been promising that "the worst is past" - and then swiftly going on to offer more bad news. That goes for property developers themselves, but also for others with large investments in the sector, notably insurers, banks and other financial institutions.

Take Suez, the flagship industrial and financial holding company, which had substantial property exposure through operations including Indosuez, its banking arm. After Mr Gérard Worms, the then chairman, announced "once and for all" property provisions of FF7.5bn for 1994 in March last year, his successor Mr Gérard Mestrallet in October added a further FF4bn for the first half of 1995 alone.

Mr Jean-Marie Messier, managing director of Générale des Eaux, the utilities group, in the same month announced a sharp fall in profits, a rescheduling of its property holdings and warned of provisions of

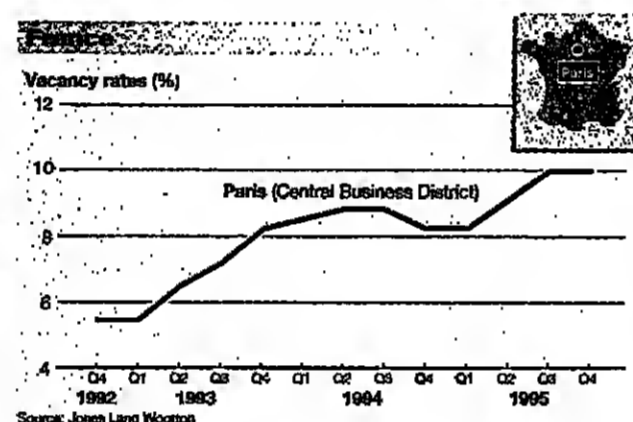
FF6bn-FF7bn for the full year. AGF, the state-owned insurer, took FF2bn in charges for the first half of 1995, a large amount on property, and then at the end of last year, GAN, its state-owned rival, announced the need for a further FF9bn in asset sales, much to help handle its property difficulties.

January brought an intense crisis at Crédit Foncier de France, which is quoted but with executives quoted by the government. Rating agencies downgraded, the share price plummeted, and its costs of borrowing soared to the point where the Caisse des Dépôts had to intervene and provide a short-term emergency credit line. The state intervened to replace the head of the institution.

Most recently, at the end of January, Bouygues, the French construction group, unveiled FF4.4bn in provisions for the year, including some FF2.1bn against its property investments.

In the background, there has been the continued restructuring of Comptoir des Entrepreneurs and Crédit Lyonnais, two state-controlled institutions that in the last few months received European Commission approval to proceed with government-backed restructuring plans costing up to FF4.4bn and FF1.3bn respectively.

Some argue that many of these corporate restructurings say as much about the round of new appointments to senior executive positions in a number of the leading French groups - all of whom have been keen not to pass up a good chance to make provisions against past management actions - as they do about the



current state of the property market. On the other hand, while it was certainly possible for the big companies carrying heavy property investments to hold their breath and hope the bad news would rapidly blow over in the past, the conditions have clearly changed.

There has been growing pressure as their competitors began to make write-downs, needed to liquidate assets, and came under the scrutiny of banking regulators and auditors.

Equally, the shake-out across the industry suggests a considerable risk of over-supply which will continue to exert downward pressure on market prices - notably in Paris.

"We lived through a non-market during 1995," concluded Bourdais, the French property consultants, in a recent gloomy report. It highlighted a sharp drop in investment in the market, and rental trends which are only just beginning to stabilise after steady declines since 1990.

However, not everyone is so negative. "We are close to the lowest level of the market,"

said Mr Léon Bressler, chairman of Unibail, the commercial property developer, when announcing his group's 1995 results recently. "The market has been going through a correction. It will rebound after 1997."

Unibail reported profits up 10 per cent to FF265m, and revealed all its properties in current terms, which revealed capital gains of FF1.31bn to compensate for write-downs of FF1.29bn.

Some notable deals did take place during 1995, involving Axa, Standard Life, UAP and Unibail. Equally, foreign investors are beginning to express interest in the French market again. Bourdais put the value of their investments at FF1.7bn last year.

While some sectors - notably old-fashioned, central Parisian, offices ill-suited to modern corporate needs - have suffered, others have done far better.

Mr Philippe Brestreau, a director of Richard Ellis, the chartered surveyors, in Paris says that there is some take-up in the best areas of the capital, and that the relative shortage of supply should start to help

to push rents up. However, he stresses that companies are demanding less space overall; partly because they have restructured and employ fewer senior staff, and partly because they are allocating each staff member less space.

Overall, his firm argues that London remains a more attractive property market for investors than Paris. "There is not enough confidence in the market," he says. "It is difficult to find French investors." Developers are concentrating on renovating existing properties rather than building anything new. The French government has started to occupy itself with the property market. Late last year, it launched measures - criticised as inadequate - to help stimulate the sector, including a delay in the payment of transaction taxes on properties bought with the intention of re-sale.

business centre, may be partly responsible. Unofficial figures put vacancy rates at about 10 per cent in Milan's central business district and around 30 per cent in the suburbs.

The fall in prices of office properties since their 1990 peak has helped average yields to increase. They are now estimated at about 6 per cent in Milan's central business district, against less than 5 per cent six years ago. But they still compare poorly with other forms of investment.

The other side to this coin is that the letting market is offering much more to companies seeking space or renewing leases. Annual rents of prime properties in the central business district have been halved from their peak of around 1,800,000 per sq metre. Among Jones Lang Wootton's recent letting deals were offices at 1,450,000 per sq metre in Milan's Via Montenapoleone, the top fashion street where names like Gucci and Ferragamo are to be found.

Property consultants report good levels of activity in office letting. Companies continued to rationalise even after the recession at the start of the 1990s had given way to growth. The consolidation of activities from several locations to one site is common. Oversupply of office space, caused by companies' lower requirements has given them powerful negotiating clout. They have been using it. Italian letting contracts are 6 years plus 5 years, so leases signed at 1990's peak are now expiring.

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Step into future

Continued from Page II

indicative of the low tone in the retail sector that the purchase by the Bank of Italy of a 4,000 sq m development in Bari, in which Richard Ellis advised the seller, Assicurazioni Generali, is considered worthy of mention.

Ms Marina Bottero of property consultants Jones Lang Wootton in Milan describes the investment market as soft. This applies even more to industrial property than to retail, where Ms Bottero does see considerable opportunities arising and being taken in the future. "Industrial property is just not attractive for investment," she says, pointing to the large amount of vacant industrial space around Milan.

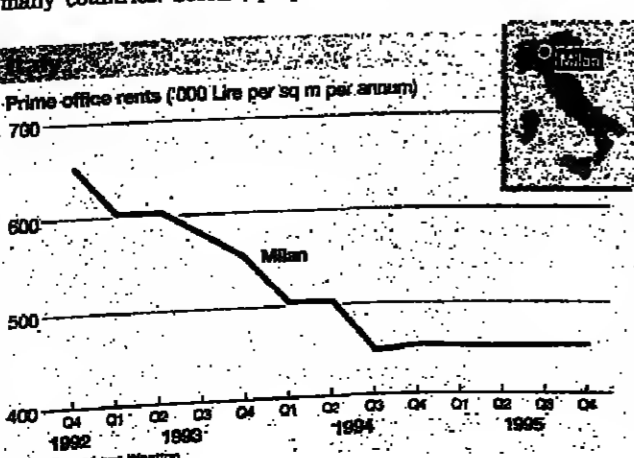
Office space investment is also in the doldrums. Mr Roberto Trella at Richard Ellis notes that the flow of funds has dried up significantly. "Having over-invested, large Italian institutional investors like banks and insurance companies have been disinvesting," says Mr Trella. Widely considered the safest of investments, with the sharp drop in prices during the 1990s, property has failed to maintain its standing. "Property investment offered a sure, low-tax

way of boosting reserves through capital gains, but the price slump has destroyed this myth," says Mr Trella.

He believes that pension reform and the creation of private pension funds should eventually create new Italian property investors. Meanwhile, it is unlikely that commercial property in Italy will find favour with international investors. They stayed away even when the market was booming.

Mr Trella gives three reasons for their reluctance towards Italy.

First, there is a widespread perception that it is a difficult market to penetrate. Indeed, the bureaucratic and planning obstacles that projects encounter generate uncertainty and make timing hard to predict. Yet, surprisingly, the contractual aspects of business leases in Italy and their drafting are considerably simpler than in many countries. Second, prop-



Balancing English

IV EUROPEAN BUSINESS PROPERTY

Markets in eastern Europe: FT correspondents look at Russia, Poland, Hungary and the Czech Republic

Undeveloped land is expensive

The Moscow property market is - like so many other facets of modern Russia - a study in apparent contradictions.

While central Moscow is seemingly swash with undeveloped land and grand buildings in desperate need of renovation, the city's property market remains one of the most restricted and expensive in the world. There appears something economically incongruous about a market boasting some of the highest office rents in the world while the average wage remains about \$100 a month. Rents of \$1,000 a sq metre for prime property in central Moscow are not uncommon and vacancy rates remain extremely low.

But, as ever, these seeming inconsistencies are readily explained by the laws of supply and demand. In central Moscow, at least, there is a limited supply of high quality office space and almost unlimited

demand from multinational companies wishing to move into the Russian market. Such was the demand for the 9,500 sq m of high quality office space which has recently become available at the Japan House on Savvinskaya embankment that letting prices have climbed to \$1,000

Moscow

\$1,200 a sq metre. Normally, these letting prices do not even include additional costs such as parking and fitting-out expenses, which can sometimes double the occupancy costs.

The balance of economic forces has been kept lopsided by the Moscow city government, which has taken a financial stake in many of the highest quality property development projects and has a vested interest in limiting the amount of

additional space that comes on stream so as to maintain high rental values.

The Moscow government, headed by Mayor Yuri Luzhkov who runs the city like a personal fiefdom, continues to own almost all the land in Moscow and generally will lease premises only for a maximum of 49 years. The city government's supporters argue its active involvement makes for a more regulated market, which will prevent the boom and bust cycles common in property markets elsewhere in the world. But in the past few months some of the best has gone out of the market as Russian banks have drawn in their tentacles following a sectoral liquidity crunch last autumn and tenant attitudes have hardened.

The biggest obstacle facing potential property developers is the difficulty of raising finance. Sizeable long-term

bank loans are hard to come by and even those that are available command prohibitive rates of interest. The legal environment is too uncertain for a property bond market to flourish. The stock market infrastructure is too weak to allow public companies to raise fresh funds for development.

The chief means of raising finance is to demand advance rental payments from potential tenants. But that can be an unpredictable undertaking for both landlord and tenant. Some unscrupulous landlords "revise" the letting prices once a property has been fitted out and occupied. Such horror stories, which circulate quickly in the relatively small foreign community, serve only to bid up the prices for space owned by respectable operators.

John Thornhill

Tight competition, lower returns

In 1989, there were only two or three buildings with modern western-standard office space in Budapest - by far the country's biggest city and commercial centre. Now, after a construction boom in the early 1990s, competition is tight and developers are baying to cut prices to fill buildings which three years ago would have been occupied instantly.

"Most developers were extremely happy with returns on projects developed between 1990 and 1992. But it's becoming a lot tougher - rents are no longer at the high levels they were when many recent developments were conceived," says Mr Stuart Durrant, head of DTZ Debenham Zadelhoff's Budapest office. He says rents for top class office space in the city centre have been falling for three years - down from a peak of DM55-DM60 per sq metre in late 1991 and early 1992 to DM40-DM43 at present.

DTZ estimates around 400,000 sq m of new prime office space has come on stream in the past six years. In

spite of falling rents and demand, however, Mr Durrant says the city - home to 2m or 20 per cent of the population - is still under-supplied compared to western Europe.

He attributes this to Hungary's sluggish economic recovery - GDP growth was just 2 per cent last year - and to lack of serious demand from local companies which occupy only 10-15 per cent of top class office space. The majority of Hungarian companies are pri-

Budapest

vate start-ups or large state-owned companies.

Much of the recent activity in the property market has involved multinational companies, expanding local operations and moving into larger and less expensive offices, often further from the city centre, says Mr Philip Cohen, a manager at Healey and Baker in Budapest.

"Several companies which entered the market three to five years ago are moving up from 100-800 sq m offices to

1,500-3,000 sq m premises," he says. Many were opting for new developments in secondary locations where prices were more competitive and on-street parking was often better than in the increasingly congested city centre. With around 65,000 sq m in high quality office space due to be completed in 1996, Healey and Baker expects vacancy rates of around 11 per cent this year.

Several of the largest new developments are in retail. Global, the Hungarian subsidiary of Tesco of the UK, for example, recently purchased a 20-ha site on the outskirts of Budapest to house one of five new supermarkets that Tesco plans to build in Hungary by the end of the decade. It has already opened a 13,000 sq m shopping centre in Győr, near the Austrian border in western Hungary, one of the few provincial cities to attract major developments. Mr Durrant says that, although the provincial market is picking up, most Hungarian towns - few of which have populations over 150,000 - are too small to attract large projects.

Other developers are planning shopping malls with Duna Plaza, the largest and first western-style mall to date, due to open later this year. The mall - a \$38m development in northern Budapest - will include 160 shops, an ice skating rink, a nine-screen cinema, several restaurants, a metro link and a large car park.

Another area, where demand is strong, is in the light industrial and warehouse sector, says Mr Cohen. But, there are relatively few new developments in the sector because of high land prices and the often prohibitive costs of providing buildings with such services as electricity and link roads.

Financing also remains expensive and scarce. Mr Durrant says domestic banks are still not very active in financing property development and that foreign banks, which have provided the bulk of financing to date, are imposing stricter loan conditions as they near the top of their country lending limit.

Virginia Marsh

Rents on a par with Paris and London

With prime office rents at Paris and London levels, Warsaw continues to excite developers, all the more so as Poland's economy grew by 7 per cent last year with a 5 per cent increase predicted for this year. As space is set to be in short supply for a few years at least, existing projects and those now under construction are providing handsome financial returns. According to Mr Richard Petersen of Healey and Baker, the Polish capital is on the edge of a building boom as there are now fewer bureaucratic restrictions on access to land, and strong pressure from foreign investors looking for office space for growing staff teams will bring new office developments.

At the moment, the company's Warsaw office estimates that the city has 266,250 sq m of office space of quality acceptable to foreign companies occupied, while 82,350 sq m are under construction and will be let as soon as they become available.

These include 11,000 sq m in a corporate headquarters for ING Bank of the Netherlands which is soon to start construction on a site across the road from the old Central Planning Office. Also Bouygues, the French construction company is to build a head-

Warsaw

quarters for Citibank as well as the Poland's listed BRE bank in a reconstruction of Warsaw's pre-war city hall which was destroyed during the last war and never rebuilt afterwards.

Even the past caution of the financiers who were wary of the "Polish risk" and demanded pre-letting agreements before freeing funds - this partly helps explain the present bottlenecks - is beginning to melt. "Money is becoming easier," says Ms Janet Choyzowski, a corporate consultant at Prime Property. ING Real Estate has also recently signed a letter of

intent with the Warsaw City Authorities and Samsung of South Korea to build a three-storey retail, hotel and office building next to the main railway station in the centre of the city. UK retailers Marks and Spencer and Boots have expressed interest in putting shops into the project - a sign that retailing has begun to attract the attention of leading western companies.

Indeed, it is retail developments which are generating the most activity in the property sector, not only in Warsaw but across the whole of Poland. Mr Jan Chudziński of Gerald Eve says that Poland has gone through its phase where fast food companies such as McDonald's and PepsiCo with their Pizza King and Kentucky Fried Chicken brands were looking for small sites. Now it is the large retailers which are developing ambitious plans to build hypermarkets in out-of-town locations on 5-ha or larger sites.

Macro from Holland was the pioneer and its five Cash-and-Carry supermarkets in Warsaw, Krakow, Lodz and Silesia are doing a roaring trade and are to be followed by seven others this year alone involving an investment totalling \$190m since 1994.

Tesco from the UK have bought out Savia, the former state-owned retail network in Bielsko Biala and are planning to develop a chain of stores in southern Poland. Leclerc and Deco de France have said they want to build another 60 or so stores around the country. Stinnes of Germany is planning between 20 and 30 hypermarkets offering goods to the do-it-yourself sector as is Castorama of France which plans to build about 16 similar stores.

Other retailers who have opened or are planning outlets are Auchan and Casino of France. Poland can also expect to see the construction of hypermarkets worth over \$1bn during the next five years.

Christopher Bobinski

Cranes now vie with spires

When the Czech Republic reopened for business after the Velvet Revolution companies seeking to locate in Prague discovered quickly that the heart of the city, with its maze of ancient streets and grand old buildings, were disadvantages to modern business.

Following the restitution of property to their pre-1946 owners (or their descendants), some new owners rushed to cash in on the rising demand for offices. A hasty refurbishment of an old palace or apartment building allowed landlords to charge steep rents for space that did not have enough phone lines, electricity points, air conditioning, car parking, or even sufficient light.

Many of these buildings are now showing their age "and are not acceptable to the majority of tenants," says Mr Robert Neale, director of the Prague office of Healey and Baker. But with the city's skyline now boasting clearly as

many cranes as church spires and the construction industry enjoying strong growth, things are changing fast.

About 100,000 sq m of office and commercial space came on the market in both 1994 and 1995, including both new and refurbished space, according to developers and rental agents.

Prague

Last year, supply met demand for the first time, with the largest tenants high technology companies arriving to set up sales and marketing teams, and local banks. Rents, which started out very high, have stabilised at around DM50-DM60 a square metre.

This year should see the market move a stage further. Three large new developments are about to come on the market, offering purpose-built office and retail space. Companies are already lining up to

move in as they become available, according to property specialists.

Two, the Praha City Centre, located near the city's main motorway, and Daxex, on Wenceslas Square in the heart of commercial Prague, have been completed and are now being let. Rents are expected to be around DM50 a square metre. Praha City Centres may have an advantage over its rival because it offers parking, but rental agents expect demand for both to be high.

A third is the Mysibek building on Na Příkope, a street at the lower end of Wenceslas Square that is already home to three of the four big Czech banks and the central bank. It has been developed by Caisse des Dépôts et Consignations, the French group that is one of the biggest property developers in eastern Europe. Mysibek is a giant building, with frontage on two streets, and will offer 6,500 sq m of retail and 16,000

sq m of office space when it is completed at the end of 1996.

Perhaps the most eagerly awaited new development is currently under construction overlooking the Vitava river. Devaloped by Nationale Nederlanden, the Dutch financial services group, and designed by Yugoslav and American architects, locals have dubbed it "Fred and Ginger" because of its extraordinary shape. It looks like a couple dancing, as its nickname suggests, one half ramrod-straight, the other half curvy and vivacious.

Though it has horrified lovers of classical architecture, Fred and Ginger, expected to be completed this year, will offer not only up-to-date office space, but also continue Prague's celebrated tradition, which the city council is keen to maintain, of innovative and timeless architecture.

Vincent Boland

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ARTS GUIDE

ARTS

Balancing act for English Heritage

The custodian of our nation's past is in a catch-22 situation between lottery and government funding. Antony Thorncroft reports

Chris Green says "my job is to act as champion for the heritage". At the moment he is a somewhat battered champion...

Some of the initiatives might freeze the blood of traditionalists: at least £1m of the £4m still needed to complete the repair of the Albert Memorial by 1999 could well come from advertising hoardings around the site...

Green is incensed. Lottery money was intended to be additional cash. There is no year among a group of 20 modern office buildings; he thinks the future will add a glow to concrete.

wholesale wrecking of English towns which took place in the 1960s and early 70s.

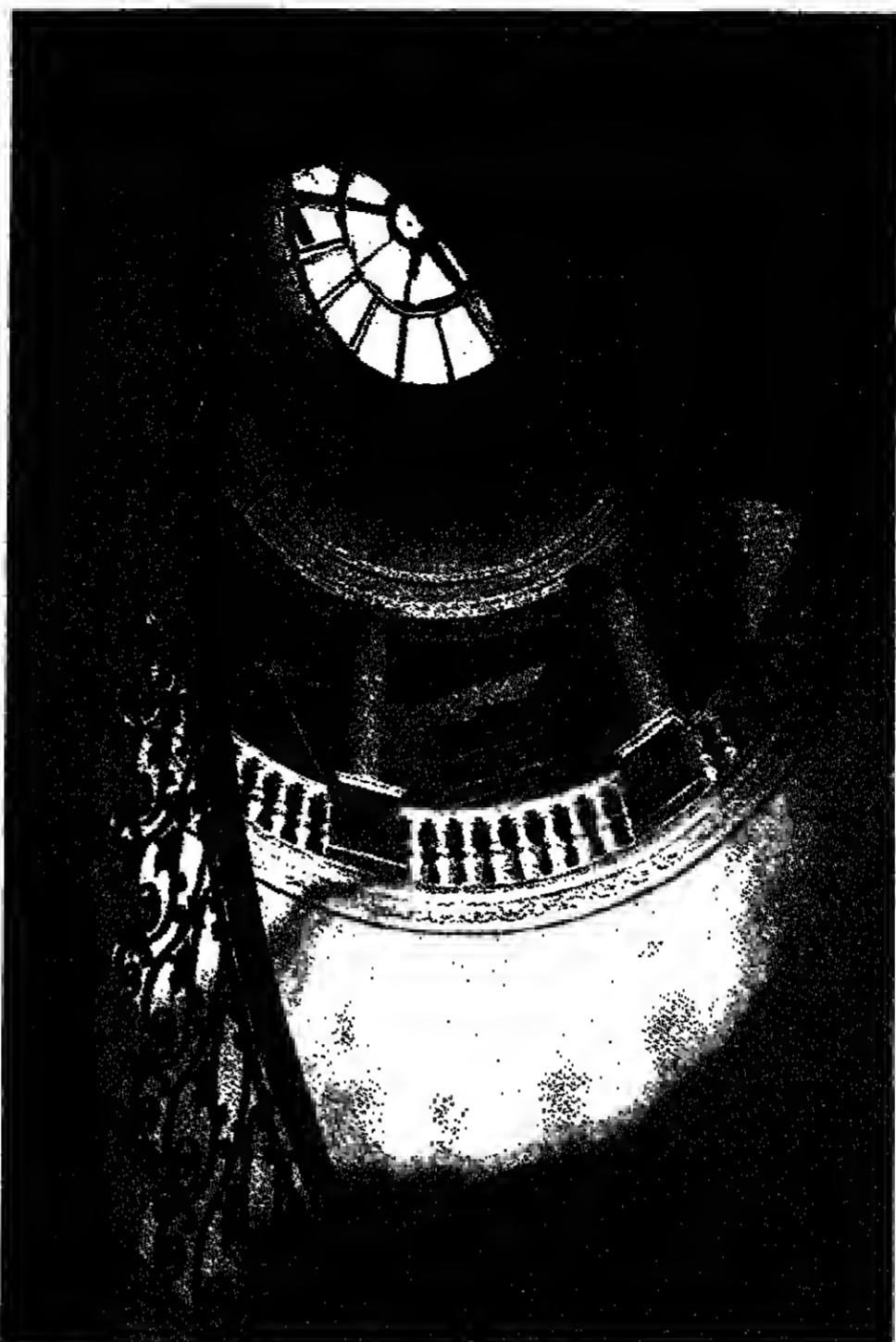
The role as watchdog of the last resort forces English Heritage to take on, somewhat unwillingly, new responsibilities. It has just saved, at a cost of over £2m, Danson House in Bentley, which it now hopes to hand over to a college with guaranteed public access at weekends.

Its most recent rescue, for £1m, has been Wigmore Castle in the Welsh borders, an overgrown, forgotten ruin which, for lack of any obvious modern use, may be kept as a visitor attraction. This seems to have worked well enough at Brodsworth, its last lost cause, which it marketed as a Victorian time capsule and which pulled in 40,000 visitors in just 14 weeks last season.

English Heritage has the virtually impossible task of being both the Disney of the heritage world, hoisting visitor numbers and revenue by holding everything from operas to tournaments on its properties, while maintaining the intellectual expertise to conserve the best of the past.

Somehow a balance is achieved between preservation and progress, between the ancient and the new. Around 2,600 buildings were given some protection last year by being listed (half of them on the application of owners who think, quite rightly, that listing increases value), while around 2,000 listed buildings were allowed to be demolished or, in most cases, altered.

Unattended, iron-age hill-forts and bronze-age burrows are left to nature, or bands of enthusiastic amateurs, while last week 67 post-war structures, including the Severn Bridge and Rensington Central Library, were proposed for listing; the reaction of the public is now awaited. Green is proud to have listed Centre Point last



The domed staircase at Danson House, one of the latest buildings rescued

year among a group of 20 modern office buildings; he thinks the future will add a glow to concrete.

To a great extent the heritage battle has been won. More of value is saved each year than is lost. But vigilance remains the watchword. Around 150 Grade I listed

buildings (out of a total of 6,000) are regarded at risk. One of the most important 19th-century buildings in England, the neo-gothic St Pancras Chambers, is suddenly in danger, and it is worrying that Richard Branson of Virgin, no known aesthete but last week's winner in the battle to bring a new

Opera/Stephen Pettitt

'Tosca' exonerated

Many have derided this English National Opera production by Keith Warner of Tosca, first seen at the Coliseum in 1994, as preposterous, and, with the shockingly surreal close to each of its acts, it is certainly that. A church scene where a statue of the Madonna, surrounded by grotesque boy-bishops and men in chains, suddenly comes to grinning life, crowns Act One.

At the end of Act Two the screen banding beneath the awning second proscenium in Scarperia's office in the Palazzo Farnese lifts itself after Tosca has murdered the corrupt police chief to reveal footlights and an auditorium beyond, as though the whole episode has been only a fantasy, simply another star turn for this highly dubious heroine. And Act Three has her only metaphorically tumbling through the air rather than literally leaping over the parapet, her suspended limb-waving double surreally framed by yet another false proscenium, this time further backstage, while the executioner takes aim to fire at the real Tosca.

This is a Tosca played in the mind of Tosca, a woman who even at the height of pressure resorts to the overdone responses of her stage life. The events we see happening around are her own distortions, her own exaggerations of the facts. And if Warner's production is indeed preposterous, so, let us remind ourselves, is the whole opera, so is the character of Tosca herself.

self. His emphasis upon the grotesqueness of Tosca's self-regard, her self-possessiveness, and above all her absurd self-delusion seems to me to be entirely valid. There is no real tenderness, no real passionate fury. She is one-dimensional, and in the end she has as little conscience as Scarpia. Her death in this production is no tragedy; simply another overcooked goose of an act.

So, unlike some colleagues, I do not feel that Warner has betrayed the work. But his slant does have a downside, in that it restricts the flexibility of his characters - not just Tosca - and places an unfair burden upon his singers. It is a tall order, for instance, to expect Janice Cairns in the title role to sustain the kind of self-parody Warner demands for the entire evening. One soon tired of her stock melodramatic responses. Nothing her Tosca does can surprise us. But Cairns, though slightly hard of voice, does her best, while David Rendall's Cavara-dossi strikes a more sympathetic chord - in this light he comes across as touchingly naive - and Phillip Joll's Scarpia avoids the worst excesses of the pantomime villain, a trap into which many a player of the role has fallen.

The dramatic, clear lines of John Conkin's designs, a judicious blend of the abstract and literal which are strikingly lit by Alan Burrett, are a feast for the eye and set up Warner's view to perfection. Alex Ingram conducts an orchestra which enjoys every indulgent moment of the score.

Concert/David Murray

Steve Reich celebrates 60

Then we had Eight Lines, which used to be called Octet until Reich found that it sounded better with a dozen players instead of eight; intricate minimalist patterns, cheerfully diatonic and seamlessly knit over a runcible beat.

Reich's sexagenary, however - at the Barbican, with London Symphony players and four leading voices from the Stringles - was a cool affair. Except for the audience, a full house which included many devoted Reichians (though Reich has fewer London performances lately, fans hang upon his continuing CDs); but the programme was audaciously presented, with the composer's own notes consisting chiefly of practical instructions for performers, saying nothing about what the point, purpose or intended charm of the music might be, I admired that.

There was enthusiastic clapping after Clapping Music (1973), in which for the 10th time Reich - in person - joined a local colleague to clap away for five minutes or so, with syncope. Evidently Reich sees it as his seminal minimalist piece, the classic introduction to his method.

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Theatre in Chicago/Simon Reade

Malkovich is back in town

Home to a world-class symphony orchestra, jazz, and an impressive collection of 19th-century paintings, Chicago is self-confident, culture-savvy. Amid this heady mix of art and poetry-in-motion one can appreciate, as aficionados often claim, that Chicago, not Broadway or Los Angeles, is the crucible of theatrical America.

Currently, there is a strong British presence. The RSC has just passed through on its way to New York with A Midsummer Night's Dream. Michael Pennington's production of Twelfth Night is being performed by the Shakespeare Repertory Company at the Ruth Page Theatre. Kevin Elyot's gay Chekhovian boulevard drama, My Night With You, is running at Ball-wick Rep. And two British playwrights, Terry Johnson and Stephen Jeffers, join forces at Chicago's most famous ensemble: Steppenwolf.

Steppenwolf is celebrating its first 30 years: "From out of our mind to in your face", its marketing campaign tells us - from the fiery individualism of Orphans, which Albert Finney brought to the West End a decade ago, to the collective performance in The Grapes of Wrath. Alumni include Hollywood players, Gary Sinise (Forrest Gump, Apollo 13) and Joan Allen (Pat Nixon in Oliver Stone's film); and TV stars Laurie Metcalf (Roseanne)

and John Mahoney (Frasier). They maintain their commitment to their alma mater, returning to lead on stage, or to direct.

Its finest actor, John Malkovich, has effortlessly glided back into the company as Stephen Jeffers' Earl of Rochester in The Libertine - the Restoration genius who chose to satirise his age through pornography verse, the role model for a relatively sanitized Dormant in The Man of Mode.

Terry Johnson, author of Dead Funny, directs. He intelligently sets the play in a bare boards production (design Derek McLane) where you cannot hide from the fact of your fiction, the wide Steppenwolf stage exposing the actors' dressing-tables in the wings alongside the lurking stagehands. Rochester believes in the curate's egg of theatre: "The pretence only holds if we are given the truth". Johnson demonstrates honest artifice with a production which consequently expresses supreme emotional truth.

It is fired by the two brilliant central performances. We know the thrill of Malkovich from Burn This and

Dangerous Liaisons and In the Line of Fire and so on. His danger crackles. Just when he appears to be nonchalantly glazing over, he erupts wildly: an off-stage, fiasco-heralded first entrance, a frenzied blurring of his cuffs at death. Malkovich has an alluring slur in his voice, a nasal sneer. He steadfastly charts the whoring "cynic of our golden age" who prostitutes his satirical art, falls truly in love with the beautiful truth of Restoration actress Elizabeth Barry, yet drinks himself to death with increasing misanthropy. Barry chides him: "You see the monkey, but you close your eyes to the angel".

Martha Plimpton makes a commanding Steppenwolf debut as strong-willed Barry: "An actress of truth, not a creature of artifice", says Rochester. Plimpton plays with great dignity, even while enduring simulated sex with a flooney prostitute armed with a maple-wood dildo in one of Rochester's exotic plays. There is low bawdy among the high philosophy.

While Rochester squandered his potential in licentiousness, the Marquis de Sade fulfilled his. In S/M, the

much-talked-about Chicago auteur Mary Zimmerman brings her theatrical style to bear on de Sade's story, told in tandem with Leopold von Sacher-Masoch's - from both of whom we coin our pervsities. In Steppenwolf's studio space we sit on a scaffolding frame peering into de Sade's arena. There is some nudity and use of microphones - reassuringly avant-garde rather than surprising. The dialogue is witty, frank: "While she frigs me, would you relish the sight of my arse?" Very Rochester. "You'll love it, you'll hate it - the price is right," summed up the lady handing out free programmes. At \$10 a ticket, she could not be wrong.

By contrast, fringe theatre can triumph in sharp-focus orthodoxy. At A Red Orchid Theatre - a low-ceilinged room tucked behind a Chinese restaurant on North Wells - Steppenwolf assistant director Wilson Milam mounts Hired Gun's production of The Caine Mutiny Court-Martial, Henry Wouk's classic American novel/film/play. Wilson directed Killer

Joe, the devastating play that came from Chicago to the West End last year, via Edinburgh's Traverse and the Bush. The Caine Mutiny travels to Edinburgh this August - see it for its masterful acting, in particular from Tracy Lettis, the author of Killer Joe.

Lettis has the subtlety of Malkovich. He plays Lieutenant Greenwald, the Jewish lawyer defending the second world war mutineer, Lieutenant Maryk, with a steely inscrutability. Then his anger, piercing eyes well up like the typhoon into which Maryk steered the destroyer to wrest command from the "perfectionist anxiety" of its commander. The prosecuting advocate warns Greenwald about Captain Blakely, who presides over the court-martial: "Blakely's headed up a lot of these courts - he doesn't go for vaudeville". And neither does Lettis in a smouldering firebrand performance. He shares the veracity of Martha Plimpton's Elizabeth Barry.

Gripping. Powerful. Articulate. This is Steppenwolf. This is Hired Gun. This is Chicago Theatre.

The Libertine plays until April 7. For details of this and other Steppenwolf productions call 001-312-335-1650. The Caine Mutiny Court-Martial plays at A Red Orchid Theatre until March 17, 001-312-948-8722, and the Edinburgh Fringe Festival in August (0131-238-1404).

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Philip Stephens

A Euro-stalemate

The government's white paper on the intergovernmental conference will result in much posturing. But the issue is not a vote-winner



Europe will loom large in the British general election campaign. The issue has torn the Conservatives apart for the best part of seven years. Some might consider that John Major would be wise to let it rest. Witness the latest outbreak of infighting on the Tory backbenches. But he thinks there are votes in the issue. Tony Blair, the Labour leader, worries that he may be right. They are both wrong. But that will be no hindrance.

Do not expect the impending intergovernmental conference, or IGC in the jargon, on the future of the European Union, to inaugurate an uplifting debate about Britain's relationship with its continental neighbours. Not among politicians at Westminster anyway. Brace yourself instead for a barrage of hyperbole, half-truths and blatant falsehoods. And then more.

The government's pitch is clear enough. It goes like this. Mr Blair intends to sell out to Europe. He will sign up to the social chapter of the Maastricht treaty, surrender the national veto, and hand over power to the Brussels bureaucrats. Before we know it, the House of Commons will have the status of a local council. No long afterwards, Belgians and Greeks will be ordering British soldiers to war.

Mr Blair's response is similarly predictable. Mr Major, a prisoner of the Eurosophes, will leave Britain isolated and without influence. From there it is but a small step to complete withdrawal. Investment will collapse, the Japanese will take their car and electronic plants elsewhere, millions of jobs will be lost.

The government thinks that it has the best of this depressing bargain. The voters have been fed a rich diet of anti-Europeanism. In Britain's foreign-owned newspapers, the mere mention of Brussels causes acute paranoia. After all, you can no longer shoot an IRA terrorist or sink a Spanish fishing boat without maddening interference from the European Court.

I do not think the electorate is that stupid. The British are a pragmatic lot. Tell them jobs are at risk and they listen. They may not like Europe but they know they need it. Their employers agree.

To my mind that adds up to political stalemate. But peek behind the caricatures and the picture appears more subtle. The careers of Malcolm Rifkind, the foreign secretary, and Robin Cook, his Labour shadow, tell us the story in microcosm.

Back in the 1970s Mr Cook was a stalwart of the "socialism-in-one-country" faction of his party. Europe was a nasty capitalist club. On the other side, Mr Rifkind was as committed a European as you could find. Ever since their positions have converged to a point where there they have just crossed.

The foreign secretary is no Europhobe, but he wants to call a halt to the process of integration. No more majority voting, no more powers for the European parliament, and most importantly, no single currency. As for Mr Cook, it is still hard to label him a Europhile, but he is still heading in that direction. Sure, he sees in a single currency an unwelcome distraction, but his objections are more practical than theological.

So Messrs Rifkind and Cook will doubtless find cause to shout at each other next week.

On the big issues of Europe which preoccupy Germany and France, you could not slip an Ecu note between Labour and the Tories

Mr Cook will denounce such minimalism as evidence of Mr Major's imprisonment by the Eurosophes. But beyond Labour's promised signature on the social chapter, a modest extension of qualified majority voting to areas such as industrial research, and a more positive tone of voice, he will promise little different.

On the big issues which preoccupy Germany and France - the creation of single foreign and security policy or common supervision of borders - you could not slip an Ecu note between the two parties. Labour will no more accept the possibility of being outvoted on immigration or defence issues than

when the government publishes its white paper on the intergovernmental conference. The language of this long-promised document will be consciously upbeat about the political and economic benefits of the EU (a sop for the Tory left) while reaffirming the government's entrenched opposition to further integration (an olive branch for the sceptics).

The white paper's central contention will be that there must be no erosion of the "three-pillared" structure of the Union established at Maastricht. The Union's competence in areas such as the single market, trade and agriculture must not spill over into foreign policy or home affairs. These must remain the preserve of intergovernmental co-operation.

As for those areas already within the remit of the Commission and the European parliament, the government promises to veto any significant shift in the balance of power between Brussels and London. Sure, it will back some tinkering with the institutions, an acknowledged prerequisite for further enlargement. It will seek in return some minor curbs on the power of the European Court. But that is all. The government expects nothing of substance from this conference, and will give nothing.

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On the big issues which preoccupy Germany and France - the creation of single foreign and security policy or common supervision of borders - you could not slip an Ecu note between the two parties. Labour will no more accept the possibility of being outvoted on immigration or defence issues than

the Conservatives. As for the biggest issue of all, a single currency, I am told that the white paper will mention it in several places, but will not upset Mr Major's perilously precarious balancing act over whether sterling Britain might participate. As he indicated in the Commons yesterday, the prime minister wants to promise a referendum on the issue. His advisers have warned him that a heavy army of anti-European candidates preparing to fight the general election under the standard of Sir James Goldsmith's Referendum party could well inflict damage on the Tories.

Kenneth Clarke, backed by Michael Heseltine and one or two others in the cabinet, flatly rejects such a commitment. The chancellor's view is that a sensible decision on whether Britain should join a single currency could be taken only by a free vote in the House of Commons. He considers that to set up another obstacle now would be to deprive the government of what little influence it retains in shaping Emu. The furthest he will go in Mr Major's direction is to say that a referendum could (or, at a push, should) be considered if and when the government faced the choice.

So the prime minister must decide whether to press the case at the risk of losing Mr Clarke. I am not sure that the chancellor would resign if overruled. But I do know that he would consider it. These are high stakes.

The sensible course would be to sidestep the issue. Mr Blair, I am told, is as dubious as Mr Clarke of the wisdom of offering hostages to fortune. He will promise a referendum only if Mr Major does. As for the voters, this is all an irrelevance. Unless one side or the other is foolish enough to validate the caricature painted by its opponent, there are no votes in Europe. Mr Major should let the issue drop. Somehow, though, I doubt that his party will let him.

LETTERS TO THE EDITOR

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New social expectations demand more from business

From Mr Greg Parston.
Sir, Robert Reich is correct to argue ("A hand across the great divide", March 6) that business must take a broader view of its role in society, but he is wrong to focus so narrowly on its responsibilities to the workforce.

Of course employees are vital stakeholders along with shareholders and customers. But more and more businesses are being asked what they are doing to meet the wider interests of their communities and of the public.

What are you doing for our schools? Our health care? Our elderly? Our environment? Are questions which are increasingly asked of business. Community is stakeholder too.

The new social expectations are enduring, and apparent failure to meet them is as dangerous as failure to meet the expectations of shareholders, customers or employees.

In 1994, for example, when The Body Shop's social commitments were challenged in a series of unfriendly news reports, public image and market worth suffered.

To support these new social accountabilities, tomorrow's companies will have to find new ways of organising and measuring performance. Above all, they will need to be led by socially responsible executives who can design organisations that go beyond physical and legal limits and embrace community.

These leaders will not be able to remain anonymous; they will be known by what they stand for and by the social as well as the financial results they produce.

Greg Parston,
chief executive,
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Environment action short on detail

From Mr David Earnshaw.
Sir, it is unfortunate that Derek Osborn's sentiment is hardly matched by his analysis ("Action plan for everyone", Viewpoint, March 6).

The European Commission's proposal to update the European Union's current environmental action programme (1982-2000) is far from being the "bold and wide-ranging document" which he claims. In fact, it is long on high aspirations - but distinctly short on specific deadlines, targets and detail. It merely reiterates a series of previously established environmental policy priorities, and adds little, if anything, which is new. It is as silent on specific timescales as it is on the particular legislative measures which might flow from it.

One of the reasons EU environmental policy and legislation has been so successful in prompting environmental improvement

(despite often being criticised by those affected by it), is precisely because it has tended to include clear targets and deadlines. These provide legally enforceable yardsticks against which pollution can be measured, and improvements made.

The UK is a case in point. EU environmental legislation now provides by far the greatest part of the flesh on the bare skeleton of environment policy which existed in the UK prior to its accession to the EU. Indeed, Osborn gives numerous examples of where EU environmental policy, from chlorofluorocarbon reduction and elimination to the Urban Waste Water Directive, has prompted change through having set standards and targets for improvement.

Of course, the actual setting of timescales and standards with which industry, farmers, energy providers, water authorities and others are

required to comply is often badly contested.

As Osborn points out, an "intensive debate" is likely during 1996 on the Commission's latest plan. However, for the plan to have any real impact on everyone's environment, as he hopes it will, the EU's Environment Council and the European Parliament's Environment Committee now both need to take up where the Commission has left off.

These two will need to assume the responsibility, largely abdicated by the Commission, for investing the proposal with real and measurable targets, and a set of timescales over which its worthy aspirations to environmental improvement can actually be achieved.

David Earnshaw,
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Belgium

Companies should deal with dangerous situations before they result in deaths

From Mr Guy Dehn.
Sir, Your leader ("Company deaths", March 6) calls on the government to implement the Law Commission's proposals for a new offence of corporate killing. The incidents you cite as justifying the need for these changes are the disasters at Zeebrugge, Piper Alpha and Clapham.

However, the official inquiries into these disasters clearly show the need for a bill which received an unopposed second reading last Friday.

The inquiry into Zeebrugge found that staff had raised concerns that ferries were sailing with their bow doors open. The inquiry found that if "this sensible suggestion... had received the serious consideration it deserved, this disaster may well have been prevented". The inquiry into Piper Alpha found that workers "did not want to put

their employment in jeopardy through raising a safety issue that might embarrass management". The inquiry into the Clapham rail crash found that a supervisor had noticed loose wiring before the crash, but did not want to "rock the boat".

Surely it is desirable to give those in charge of organisations the opportunity to deal with dangers before disaster strikes? By protecting responsible whistleblowers, the public interest disclosure bill does just that. It will be interesting to see whether the government views it as a greater burden on business than the criminal sanctions proposed.

Guy Dehn,
Public Concern At Work,
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42 Kingsway,
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From Mr Joe McCarty.
Sir, Your leader says individual directors should not "be jailed for the carelessness of the company as a whole". At a time when many directors happily receive large performance-related bonuses, surely this is an illogical view.

A few "performance-related prosecutions" would do much to concentrate minds on the necessity for effective management of safety at workplace level, and to transform boardroom platitudes into positive action.

Joe McCarty,
former senior research officer,
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Pfizer forum

How can we get patients involved in patient information around the world?

BY JULIA NEUBERGER

Patients in Europe are becoming increasingly involved in making decisions about their own health care. A leading patient advocate in the UK argues that they should also be enlisted to help develop the information provided to patients.

Information available to patients and users of health services varies considerably around the world. These differences reflect different views about the respective role of healthcare worker and patient. In the United States the patient is seen as the decision maker, acting on professional advice. It is common there for long, detailed lists of possible side-effects to be read out to patients (though the hospitals' fear of lawsuits is probably also a motive). Patients are even sometimes compelled to attend education classes before treatment.

Some governments have given patients information such as access to medical records (France has let parents have their children's records since 1945), and to outcomes data where available. The Department of Health in England and Wales was reluctant to publish comparative death rates for hospitals in 1994, when

it first published other comparative data in league tables, despite consumer pressure to do so. It argued that it was hard to provide valid data. Yet Scotland did publish Clinical Outcome Indicators (MEL1994)82) with an explicit 'health warning' about their use, in order to stimulate local discussion amongst healthcare professionals and patients.

Breast cancer information has been enormously improved in Britain and France as a result of patient input (perhaps in part because this condition affects many women and attracts media interest). Increasingly, some general practitioners are involving patient participation groups and focus groups in long-term discussions about style of practice and clinical information.

This is a useful start, but more can be done. Information intended for patients would be far more valuable if it were developed in consultation with panels or focus groups of users and/or consumers. Profes-



ionals are often too close to the subject to judge how users will react to information. Even consumer groups become professionalised, and less aware of difficulties in understanding this type of information. Focus groups have been shown to work in other areas, and there is no reason why they should not work here. If lay people can understand research proposals as they have to do as members of research ethics committees (REBs), they should be able to participate usefully in reviewing what information is provided.

Some organisations have already involved lay people in this way - such as the Help for Health Trust in Winchester, UK and the Beth Israel Hospital, Boston, Massachusetts amongst others. Their example should be followed. It will increase the patients' understanding, transform the balance of power to a more equal and therapeutic relationship, and possibly even improve patients' compliance with the recommended treatment.

Julia Neuberger chairs Camden and Islington Community Health Services NHS Trust, and is a vice-president of the Patients Association. She is also a member of the General Medical Council and the Medical Research Council.

Europa: Sixten Korkman

A more balanced picture

The overall effect of monetary union on employment is favourable rather than harmful

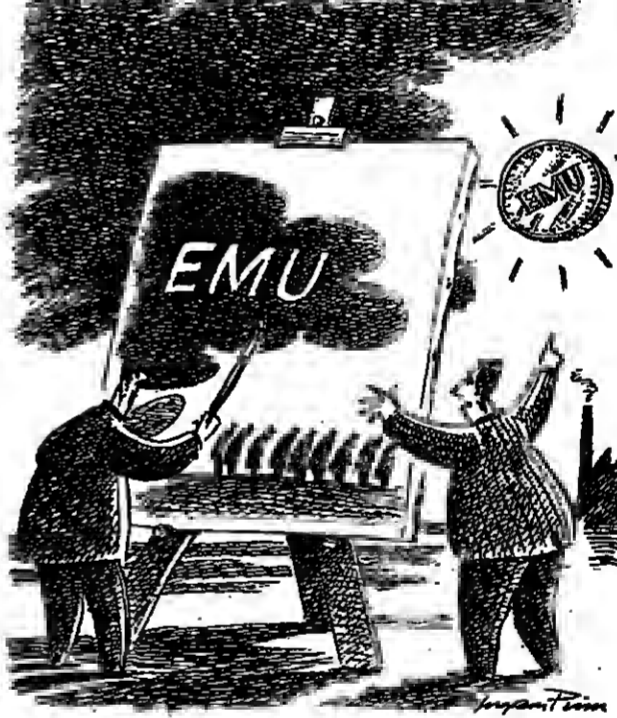
High unemployment poses a serious threat to European economic and monetary union. It spreads pessimism and reluctance to change. It gives rise to fears that Emu will increase unemployment even further. It tempts people to believe cancelling Emu would help reduce interest rates and revive growth.

The view that Emu will destroy jobs is widely held but rarely backed up by substantive reasoning. It cannot be refuted by simply stating the opposite, by claiming that Emu is good for employment. The fears can be dispelled only by explaining why the overall effects on jobs might be favourable rather than harmful.

One reason given for fearing Emu is that the priority given to price stability is a threat to growth and employment. That priority is split out in the Maastricht treaty, which foresaw the creation of a European Central Bank which would be politically independent and strongly committed to the maintenance of price stability as the primary objective of monetary policy. But the treaty is mostly silent on the issue of employment.

Is there a lack of balance in the treaty and in the objectives set for the central bank? The near-consensus answer by economists is "no", because inflation is harmful for economic activity. It increases uncertainty, makes business calculations difficult and puts exchange rates under pressure. It also erodes the credibility of monetary policy, forcing up interest rates in countries seen as high risk in inflation terms. Financial deregulation and the globalisation of capital markets mean that inflation expectations can have a large impact on national economies. Inflation can spiral out of control and must sooner or later be combated by tight policies, even if this imposes high economic and social costs.

There is no conflict between stability and growth; inflation-



to nothing to do with Emu or the Maastricht treaty. There is, however, a short-term problem. Meeting the criteria for monetary union may impose excessive fiscal tightening at a time of weakening demand growth when conventional economic policy would allow cyclical increase in budget deficits.

The reduction in social programmes including pensions reduces "invisible" debts expenditure commitments for future years. It thus improves the fiscal balance in the long term without necessarily cutting demand in the short term. Such measures might be taken into account when assessing economic convergence.

Third, entry into Emu might be delayed for a short time for some EU states, until the economic cycle turns up again. There would be no serious impact on Emu provided a critical mass of states - including Germany and France - start monetary union by 1999.

It is unfortunate that Emu in the minds of many people has come to be closely associated with fiscal consolidation and unemployment. The trend of rising public indebtedness must be reversed anyway - and it would perhaps have to be done more brutally if Emu does not materialise and financial instability intensifies.

Unemployment is primarily a consequence of structural malfunctionings and secondary of monetary policies inappropriate for Europe as a whole. Emu has nothing to do with the former problem and can contribute towards resolving the latter.

Second, member states should undertake structural reforms to reduce public expenditure. Cutting entitlement levels in social programmes including pensions reduces "invisible" debts expenditure commitments for future years. It thus improves the fiscal balance in the long term without necessarily cutting demand in the short term. Such measures might be taken into account when assessing economic convergence.

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Unemployment is primarily a consequence of structural malfunctionings and secondary of monetary policies inappropriate for Europe as a whole. Emu has nothing to do with the former problem and can contribute towards resolving the latter.

The author is general director, Economic and Financial Affairs, of the secretariat of the Council of the European Union. However, this column reflects his personal view.

In much of Europe, where the social hierarchy is more pronounced, the doctor is seen more as a father figure. Blanket consent forms for surgery are still commonplace. Yet with all the cultural differences, things are changing and the need to involve patients in decision-making has increasingly been recognised. In the UK, the Patients' Charter in 1992 stated the right "to be given a clear explanation of any treatment proposed, including any risks or alternatives, before you decide whether you will agree...". This was not embodied in legislation, but the government required regional health authorities to set up consumer information services.

However, patients have not generally been involved in deciding what information should be provided. While the single disease associations have tended to base their advice heavily on the experience of patients, they have been the exceptions among the growing number of consumer health information services.

it first published other comparative data in league tables, despite consumer pressure to do so. It argued that it was hard to provide valid data. Yet Scotland did publish Clinical Outcome Indicators (MEL1994)82) with an explicit 'health warning' about their use, in order to stimulate local discussion amongst healthcare professionals and patients.

Breast cancer information has been enormously improved in Britain and France as a result of patient input (perhaps in part because this condition affects many women and attracts media interest). Increasingly, some general practitioners are involving patient participation groups and focus groups in long-term discussions about style of practice and clinical information.

This is a useful start, but more can be done. Information intended for patients would be far more valuable if it were developed in consultation with panels or focus groups of users and/or consumers. Profes-

ionals are often too close to the subject to judge how users will react to information. Even consumer groups become professionalised, and less aware of difficulties in understanding this type of information. Focus groups have been shown to work in other areas, and there is no reason why they should not work here. If lay people can understand research proposals as they have to do as members of research ethics committees (REBs), they should be able to participate usefully in reviewing what information is provided.

Some organisations have already involved lay people in this way - such as the Help for Health Trust in Winchester, UK and the Beth Israel Hospital, Boston, Massachusetts amongst others. Their example should be followed. It will increase the patients' understanding, transform the balance of power to a more equal and therapeutic relationship, and possibly even improve patients' compliance with the recommended treatment.

Julia Neuberger chairs Camden and Islington Community Health Services NHS Trust, and is a vice-president of the Patients Association. She is also a member of the General Medical Council and the Medical Research Council.



COMMENT & ANALYSIS

Prescription for the future

The merger of Sandoz and Ciba is likely to launch a further round of restructuring in the drugs and chemicals sector, says Daniel Green

On November 30 1995, Mr Marc Moret, chairman of Sandoz, the Swiss pharmaceuticals company, crossed the river Rhine in Basle to visit the company's century-old rival Ciba. He carried plans for a merger that would change the corporate landscape for the world's pharmaceuticals and chemicals industries.

These plans became reality yesterday. The merged business, called Novartis, is the world's second biggest pharmaceuticals company by sales, with combined sales of SF26bn and a 4.4 per cent share of the global market. In agrochemicals, it is more than twice the size of its nearest rival.

Although it is by far the biggest deal in the pharmaceutical industry, it is only the latest in a string of 16 healthcare deals each worth \$1bn or more since January 1994. Last year, Glaxo paid \$2.1bn for fellow UK company Wellcome. American Home Products bought American Cyanamid for \$1.6bn. Sweden's Pharmacia merged with Upjohn of the US.

Companies struggling to cut costs have been buying rivals or merging with them. But the merger of Sandoz and Ciba is the first in which both parties would have been strong enough to survive on their own.

"This decision has been taken from a position of strength in anticipation of a future that will be different from today," says Dr Daniel Vasella, the 42-year-old chief executive of the Sandoz pharmaceuticals division who will be president of Novartis.

Both companies yesterday reported strong profits growth in 1995. Ciba's net profits were 13 per cent higher than in 1994, while net profits at Sandoz rose 19 per cent.

These figures make Ciba the ninth biggest drugs company in the world by sales, according to data collected by IMS International, the pharmaceuticals market research organisation. That puts it ahead of international giants such as Bayer of Germany and Eli Lilly of the US.

Ciba is a leader in drugs to deal with arthritis and high blood pressure. It owns the second biggest supplier of generic - unbranded - drugs in the US, a business that has become increasingly important as US healthcare suppliers have sought to cut costs by buying cheap off-patent drugs.

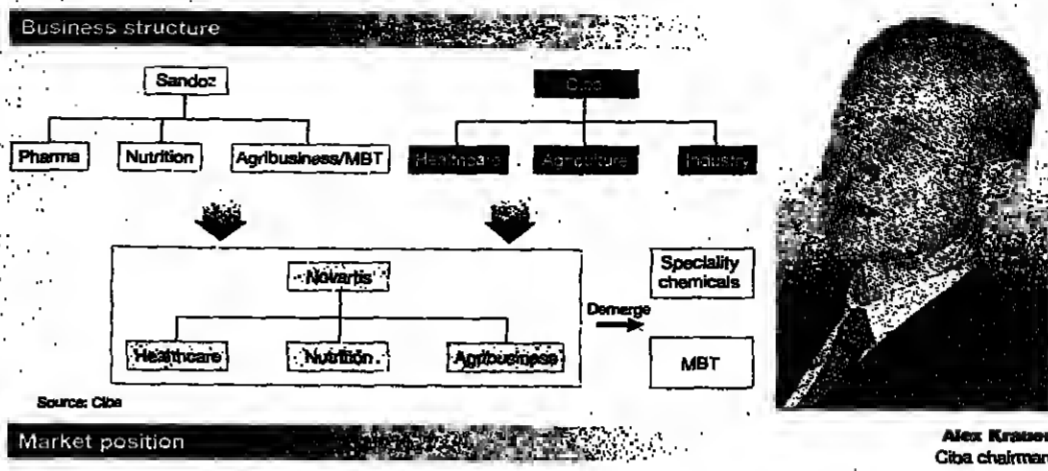
Sandoz, at 14th in the global league table, is the size of Schering-Plough of the US and bigger than the newly merged Pharmacia & Upjohn. It dominates the market for drugs to prevent transplanted organs from being rejected and has fast-growing products in schizophrenia and fungal infections.

Both companies have been more active than most rivals in building stakes in the biotechnology sector which is seen in the industry as a promising source of new top-selling drugs. Ciba has effectively a controlling interest in Chiron - for which it paid \$2bn in November 1994 - one of the top three US biotechnology companies. Sandoz last July bought GTI of Maryland, a pioneer in the gene therapy field, for \$250m.

Such strategies led James Capel, the London stockbroker, to forecast that earnings per share at Sandoz would grow at an average of 12 per cent a year for 1994 to 1998. The figure for Ciba was 11 per cent.

Sandoz, the faster-growing of the two partners, was under no immediate pressure to abandon its independence. But its top managers believed that pharmaceuticals companies would need to be strong in

Novartis: the shape of things to come



Source: Ciba

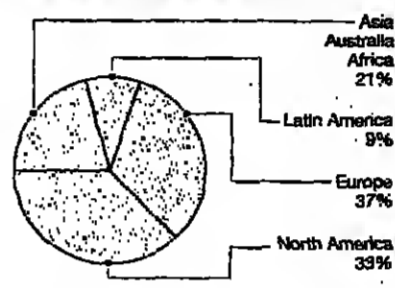
Market position

Top ten companies Global market share 1995

Glaxo Wellcome	4.7%
Novartis	4.4%
Hoechst Marion Roussel	3.6%
Merck	3.5%
Bristol Myers Squibb	3.2%
American Home Products	3.1%
Johnson & Johnson	3.0%
Pfizer	2.9%
Roché	2.6%
SmithKline Beecham	2.5%

Source: Ciba

Novartis regional sales distribution 1995



Novartis regional ranking 1995

Europe	2
North America	6
Asia/Australia/Africa	6
Latin America	1
WORLD	2

Source: IMS Pharmaceutical Market World Review

Key financial facts

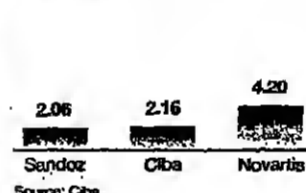


Source: Ciba

Combined market capitalisation SFr at 1.5.1996

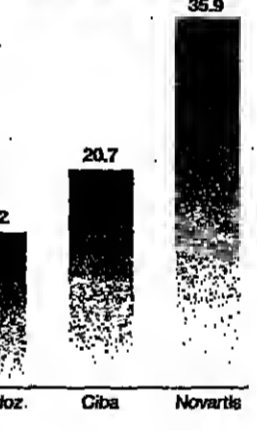
Share price	Market capitalisation
Sandoz 1.137	43bn
Ciba 1.085	32bn
Novartis -	75bn

Net profit SFrbn 1995



Source: Ciba

Total sales SFrbn 1995



Source: Ciba



Daniel Vasella, Sandoz chief executive



Alex Krauser, Ciba chairman

In the spring of 1985, the Ciba board was looking at two options: to follow the Anglo-Saxon strategy of concentrating on fewer core businesses, or to retain its diverse interests in the same way as continental European companies, such as Rhône-Poulenc of France and Hoechst and Bayer of Germany. As Sandoz demerged its chemicals business, Clariant, Ciba decided to follow the Anglo-Saxon strategy.

"We decided we wanted to participate actively in the industry's consolidation," says Mr Alex Krauser, Ciba's 64-year-old chairman who will be chairman of the merged company. "But we wanted to do it at a time when we are strong and 1995 was a record year."

Ciba looked tentatively at several companies before Mr Moret made his epic, if short, journey to visit its headquarters. "A lot of credit goes to Moret for burying the hatchet," says a member of the Ciba team.

Both companies are now presenting the deal as a perfect marriage. A friendly share swap avoids plunging the new company into the kind of debt that now saddles rivals that have made bids with cash such as Glaxo Wellcome and SmithKline Beecham. The personality clashes are minimised because of the impending retirements of Mr Moret and Mr Helni Lippuner, Mr Krauser's number two at Ciba.

As Swiss companies, they share some cultural elements that should help speed the process of integration. And the two companies have strengths in complementary medical areas, with virtually no competition between them over particular drugs.

However, there will be inevitable difficulties in merging the two operations and reducing the overlap between them. The two companies have a similar geographical spread. As well as having neighbouring headquarters in Switzerland, their US headquarters are just 15 minutes' drive apart in New Jersey. Only one north American headquarters is likely to survive. Novartis plans to shed 13,000 jobs from a workforce of 134,000 to save SF1.8bn a year.

Painful decisions, too, may have to be made in the two agrochemicals businesses. Ciba was already the world's number one and is likely to absorb the much smaller Sandoz operation. The restructuring could cost SF2bn.

And even when cultures are similar, recent deals have shown mergers bring unexpected costs that may be hard to control. Glaxo Wellcome has lost staff faster than anticipated since its formation, with the best people often opting for a firm job offer from a rival rather than face uncertainty over their future in the merged company. Pharmacia & Upjohn admitted this week it had underestimated the costs of bringing the two companies together.

Rivals are nevertheless likely to be galvanised into action. Roche, until this week the biggest pharmaceuticals company in Switzerland, will now be examining its options. And a kilometre from Basle, the Rhine flows into Germany and, eventually, past Hoechst and Bayer, Germany's giant chemicals companies. The former is the world's third biggest drugs business by sales, the latter the 12th. Both are already talking to merchant bankers involved in the birth of Novartis.

It looks likely that the days of the integrated drugs and chemicals company in Europe may be numbered. The dealmaking is not over yet.

Ending trade corruption

Number One Southwark Bridge, London SE1 9HL. Tel: +44 171-873 3000 Telex: 922186 Fax: +44 171-407 5700 Friday March 8 1996

Ending trade corruption

As the only country to outlaw the use of bribes to win foreign business, the US can reasonably maintain that virtue is not its own reward. US companies have long complained that the prohibition is a gift to less scrupulous competitors on world markets. However, Washington's insistence this week that governments elsewhere take action, or face the threat of trade sanctions, should not be dismissed just as another attempt to foist its laws on others. Though US tactics are debatable, it is right to focus international attention on the problem.

Corporate bribery not only enriches the undeserving. It distorts competition and reduces efficiency, most obviously by corrupting the fair award of public contracts. Such contracts represent at least 10 per cent of global economic output. The US is therefore correct to argue that the matter is a proper concern for the World Trade Organisation.

This year, the WTO introduced stricter rules to promote freer international competition and greater transparency in government procurement. But the rules, though detailed, cover only about 20, mainly industrialised, economies. More of the WTO's many developing country members should be encouraged to sign up. To persuade them to do so, there is a case for subjecting them, initially, to simpler disciplines which would be less burdensome to administer.

Further trade liberalisation could be usefully buttressed by development aid policies. Transparency International, an anti-corruption pressure group, has sensibly suggested that aid donors require that bidders for the projects they finance sign pledges not to offer bribes. Companies would have still less incentive to do so if governments of all industrialised countries ensured that corporate bribes were no longer tax-deductible. Until they do so, rich countries will be in a weak position to urge poor ones to reform their public procurement practices.

However, there are limits to what can be achieved through a "top down" approach, which relies on closer international co-operation. As long as there are willing takers of bribes, there will be enthusiastic givers. Curbing the cancer of corporate corruption depends heavily on the progress of reform within countries. Increasing privatisation should help that process. Removing companies from government control, and requiring them to respond to commercial imperatives, greatly reduces the scope for illicit inducements.

It is also encouraging that in developed as well as developing countries, corruption is increasingly being exposed and prosecuted. That suggests public and judicial tolerance of such malpractices is rapidly diminishing. The real battle for cleaner corporate ethics begins at home.

Heed the judges

When the lord chief justice issues a considered and detailed denunciation of proposed changes to the criminal justice system it is the duty of government to listen. Sadly, Mr Michael Howard, the home secretary, appears unwilling to accord the judiciary even that small measure of influence.

Lord Taylor's criticism this week of Mr Howard's plans for a new criminal justice bill have brought to a head a long simmering conflict. It has also thrown into sharp relief the rising tension in the judicial system between the respective responsibilities of elected politicians and judges.

In what was seen as an overtly populist move tailored to the prejudices of the Conservative party conference, last autumn Mr Howard announced plans for a tougher sentencing policy for violent criminals and repeat offenders. The proposals, to be set out in a forthcoming white paper, would introduce mandatory life sentences after two convictions for serious violent or sexual offences. They would also set out stiff minimum sentences for persistent drug dealers and burglars.

Mr Howard's case is that mandatory sentences are essential to protect the innocent from violent criminals and repeat offenders. The proposals are cast as a response to justified public outrage when dangerous criminals are freed from prison only to commit further offences. Life sentences would ensure that such people were released only after a review by the parole board.

Lord Taylor and most of his colleagues, however, are certain the proposals would not work. They argue that it is the prospect of getting caught which most deters criminals.

Minimum sentences would cause injustices by preventing judges from passing sentences which reflect the individual circumstances of the case. They would also remove the incentive for offenders to plead guilty, adding to the pressure on overburdened courts and prisons. In the most extreme cases, the prospect of a mandatory life sentence might encourage a violent criminal to kill his victim.

Such arguments are persuasive, particularly against the background of constant upheaval in the criminal justice system which has characterised Mr Howard's tenure at the Home Office. Mr Howard is correct in saying that victims have the right to expect transparency in the judicial system and to see that sentences handed down by the courts mean what they say.

But the home secretary's plan tips the balance of responsibility too far in the direction of the executive at the expense of the judges. As the European Court of Human Rights has pointed out, it is dangerous to vest in politicians the discretion to decide how long an individual remains in prison. Parliament should set a sentencing framework for the courts, but judges must be left to decide the circumstances of each case. Mr Howard should listen.

John Bull's fish

John Bull is having one of his fits about foreigners. This time it is over their being compensated for his failed attempts to stop them stealing his fish. He is even talking of leaving the common fisheries policy (CFP) of the European Union altogether. There is only one problem with all of this: it is nonsense.

First, leaving the CFP would mean leaving the European Union. It is possible to imagine circumstances in which the UK might want to do so. Protecting an industry that generates 0.1 per cent of gross domestic product and a still smaller share of employment is not among them.

Second, fish do not recognise frontiers. If the stocks of the European continental shelf are to be conserved, there must be a European-wide policy. The UK does have a high proportion of fully grown fish in its waters, but many of them spawn and grow elsewhere. It is senseless to demand 100 per cent of what could turn out to be nothing.

Third, scientists insist that European politicians continue to grant dangerously large quotas. The threat to stocks is a real one. Prior to the introduction of the CFP, the herring catch fell from 1.4m tonnes a year in the mid-1960s to only 0.5m tonnes a decade later. The impact of overfishing can also be sudden and total, as the disappearance of cod off Canada's Atlantic coast demonstrates. Fourth, monitoring and policing

are too lax. The only sensible way to remedy the consequences for the conservation of fish is to create and fund a European-wide system that would be less partial to particular national interests.

Fifth, national quotas are, quite reasonably, divided on the basis of shares in catches in 1983, when the CFP was agreed. Quite rightly, it is possible for fishermen to transfer the quotas among themselves by buying and selling licenses to fish. Under European law it is impossible, however, to prevent nationals of other member states from purchasing these licenses, since discrimination on the basis of nationality was ruled out by the European Court of Justice in 1991. The case recently lost by the UK merely requires it to compensate foreign fishermen for what turned out to be illegal attempts to exclude them between 1988 and the date of that ruling.

Finally, however upsetting the outcome may be for the UK industry, the sale of licenses is a market transaction. They could have been bought by UK nationals. More significantly, this is surely just an example of direct investment across frontiers, which is fundamental to the single market favoured by the UK government.

Jingoism may stir the blood, but it will fail to conserve the fish. The only way to do so is to create a stronger common fisheries policy. That is not a sell out of British interests. It is the only effective way to protect them.

Jobs for beefy boys and girls

Worried about job security? Then pump yourself up by trying to make the grade as an Olympic competitor.

Companies everywhere fuss lovingly over Olympic-class sportspeople who happen to be on their payrolls, as Peter Gabrielson, Sweden's number one rifle shooter, will attest.

Gabrielson works as a sorter in Stockholm for UPS, whose headquarters, as it happens, are in Atlanta, Georgia - scene of this year's summer Olympics. UPS says it's the world's largest package distribution company, handling 3.1bn packages and documents annually.

It certainly fusses over Gabrielson, who has worked for UPS for three years. He spends 20 hours a week on shooting practice and other training. He enjoys flexible working hours and receives plenty of financial support.

To qualify for such assistance, says UPS, employees "must be nationally ranked within the top 40 in their discipline by their sport's governing body... All 835,000 UPS employees around the world who meet these criteria are eligible to apply."

Fabric softener

There was a worrying omen yesterday for the future of Zeneca, the pharmaceuticals company which is seen as a perennial takeover target.

Its presentation of a set of sparkling annual figures was rather overshadowed by the Ciba/Sandoz merger. Never mind - Zeneca's team put on a brave face.

Regrettably such courage was to little avail, because at the end of an upbeat analysts' meeting the ornate stage that supported Zeneca's great and good unceremoniously collapsed.

At which point Zeneca tried to make a joke about its results being so good that they brought the house down.

Good try. But the more superstitious analysts were convinced that they had witnessed a portent of what fate has in store.

Slipstream politics

Melbourne's Grand Prix on Sunday may be a driving force in the coming state election. Victoria's premier Jeff Kennett has called for the polls nearly a year

Jobs for beefy boys and girls

employees currently receiving special assistance in the hope they'll qualify for the Olympics is precisely... 10.

Package-handling must be really exhausting.

ahead of time; citizens will vote on March 30.

The sub-text is that Kennett masterminded the filming of the Formula One race from Adelaide, where it had been held each November for 10 years. It looks set to be highly popular - except with the Save Albert Park protesters, who object to the track passing through a public open space - and also a money-spinner.

Maybe Kennett has taken a leaf out of the late Harold Wilson's book. The former British prime minister called a snap election shortly after the country's soccer team won the 1966 football world cup - and he hung on to power for another four years.

Flipper fantasies

Oh, the stormy waters between Canada and Europe. Last year the two were battling it out over fish. This year the struggle promises to be somewhat more esoteric, focusing on the growing trade in seal penises.

Stress management

How not to win friends and influence people.

The Dale Carnegie training and consultancy organisation, which (among other things) now helps companies in 72 countries to make more effective use of time, could perhaps do with a little advice itself.

Yesterday it faxed an invitation to one of the UK's most eminent legal figures, Lord Goodman, to attend one of its executive seminars, featuring such topics as "learn how to use your memory more effectively". He won't be able to attend; he died in May 1995.

50 years ago

Division of German shipping proposals have been approved for the division of the German merchant marine equally between Britain, the US and Russia, and the transfer of old vessels is now taking place. This step was announced in a statement issued in London, Washington and Moscow. The gross registered tonnage concerned totals 1,189,600.

Welcome to the heart of London. Radisson EDWARDIAN

FINANCIAL TIMES

Friday March 8 1996

PLUMB CENTER WOLSELEY logo with text 'Number one Second to none.'

Shrinking GDP adds to German economic gloom

By Wolfgang Münchau in Frankfurt and Gillian Tett in London

German gross domestic product contracted by 0.5 per cent during the fourth quarter last year, according to data published yesterday.

Yesterday's output data were widely discounted in financial markets, although several GDP components appeared to cause some surprise.

He called on employers and trade unions to renew efforts to create an "alliance for jobs", an initiative under which trade unions agree to reduce wage demands in exchange for job guarantees.

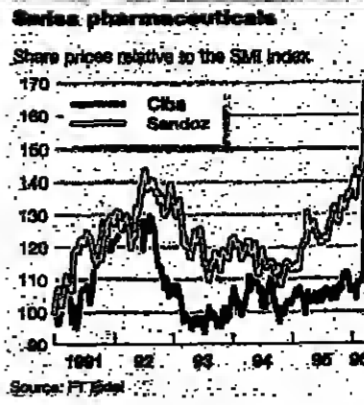
Japanese business body warns on budget deadlock

By William Davidson in Tokyo

The Keidanren, Japan's leading business federation, yesterday warned that the economy would suffer unless the country's feuding politicians quickly ended their four-day budget impasse.

THE LEX COLUMN Drug highs

FT-SE Eurotrack 200: 1634.5 (+14.9)



The merger of Sandoz and Ciba is a staggering demonstration of how to create shareholder value.

European TV

Mr Rupert Murdoch's drive into continental European pay-television is back on track. Relations with his new partners, Germany's Bertelsmann and France's Canal Plus, have improved following his apology for the original statement on Wednesday.

The big loser in Murdoch's pact is CLT, the Luxembourg broadcaster. Its high-stakes game of negotiating with Murdoch has backfired and it is now left without credible partners to launch its own pay-TV service in Germany.

Emu

The wranglings over the timing and conditions of European monetary union are just beginning. A month ago the Bundesbank warned of Germany's difficulties in meeting the Maastricht criteria, perhaps hoping to scotch the option of fudging the targets.

Hamas funds

Continued from Page 1

last August of Mr Mousa Abu Marzouk, the leader of Hamas, on suspicion of terrorism.

Russian party chief shows charming face of communism

By John Thornhill in Moscow

Mr Gennady Zyuganov, Russia's Communist party leader and presidential candidate, has launched a charm offensive.

audiences at the Moscow branch of the American Chamber of Commerce and the World Economic Forum in Davos this year.

Shell oil find

Continued from Page 1

to replace its annual production with new discoveries.

Transaction curbs, Page 6

Mr Kato denied receiving the money, but a growing number of LDP members reportedly suggested that the NPP's demand to question him was a reasonable price to pay for achieving agreement on the budget.

FT WEATHER GUIDE Europe today. Includes a weather map of Europe and a table of today's temperatures for various cities.

IMPRESSIVE advertisement for Michael Page Finance. Text: 'In less than 20 years Michael Page has built up a recruitment business with a turnover approaching £100 million. In 1995, Michael Page Finance handled more than three times as many senior financial executive selection assignments as our nearest competitor.'

Vertical advertisement on the right edge of the page, partially cut off, mentioning 'FLU' and 'weekend FT'.